

Workforce Mapping Study 2009

Report of results from an
Organisational Survey and an
Employee Survey

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Executive summary

Brief background and methodology

The Department of Families, Housing, Community Services, and Indigenous Affairs (FaHCSIA) commissioned Colmar Brunton Social Research (CBSR) to conduct a *Workforce Mapping Survey* for service providers funded under the Family Relationship Services Program (FRSP), and an *Employee Survey* for all FRSP-funded staff.

The objectives for the Workforce Mapping study were to:

- Generate a **national map of the sector** which can be used to produce a base profile of the FRSP-funded workforce.
 - This map will primarily focus on objective aspects of the workforce, such as: location of offices; size of organisations; summarised demographics of staff; positions; pay scales; training and professional development; skills and qualifications sought; and type of FRSP work.
- Investigate individual **satisfaction with employment in the Family Relationship Services (FRS) sector**, motivations for employment within the sector, and future career intentions either inside or outside the sector, and reasons for this.
- Examine more closely specific **issues of recruitment and retention** reported at the organisational level, and investigate possible reasons for these issues at an individual employee level.

Organisational Survey

The core element of the mapping study was to attempt a census of the 104 FRSP-funded organisations. A senior member of each organisation was contacted via email and asked to complete a questionnaire either by printing and returning hard copies, or logging into an online portal and completing the questionnaire online.

Organisational contacts were generally CEOs, Senior Executive or Human Resource Managers. The survey was in field from May-July 2009. While it was hoped that the response rate would be close to 90%, the final response rate was 49% (N=51 surveys were completed). Inspection of the demographic profile of these organisations which did respond suggested that this sample should be broadly representative of the industry, and therefore this data was considered sufficient with which to continue the project.

Employee Survey

Contacts at the same 104 organisations were contacted again regarding an individual Employee Survey to be completed by FRSP-funded staff within the organisations.

The survey was an online survey, and was in field from Monday 31 August – Friday 2 October 2009. A general access survey was created and organisational contacts were forwarded the link to the survey to forward to their FRSP-funded staff either directly, or via Program Managers. As the survey was a general access survey, it is impossible to determine a response rate.

This report presents an amalgamation of the organisational level data and the individual employee data, focusing on issues surrounding recruitment and retention. This research will be used by the Working Group to contribute to achieving their objectives within the Work Plan.

Key findings

About the Organisations

- The mean number of total staff members reported by organisations was 286 (with a range from four to 3,600). The mean estimate of the number of FTE positions was 188 for organisations (with a range from 1 to 1,900).
- The greatest proportion of organisations indicated their organisation was medium-sized, consisting of 20-99 employees (47%); followed by 34% that were large organisations (100 or more employees); and 19% were small organisations (Under 20 employees). The largest proportion of employees similarly estimated that they worked in medium-sized organisations (39%), followed by 32% who worked in large organisations, and 29% who worked in small organisations.
- The mean reported proportion of total funding from FRSP was 47%. Proportions of organisations' total funding from FRSP were calculated, and the majority indicated they received up to 25% of their overall funding from FRSP.

Employment Profile and History

- 80% of employees who responded to the survey were female, and 71% were aged 40 years and over. This was consistent with organisational perceptions of the workforce, as they also estimated that the majority of their staff were female (78%) and aged 40 and over.
- Of respondents to the Employee Survey, the highest proportions were employed in the following positions:
 - 32% were employed as Counsellors,
 - 17% were employed in Administration, and
 - 15% were employed as FRD Practitioners or Mediators.
- Organisations estimated 6% of their FRSP-funded workforce were Indigenous. 1% of respondents to the Employee Survey were Indigenous.
- Organisations estimated that 19% of their FRSP-funded workforce was from a Culturally or Linguistically Diverse (CALD) background. This compares with 15% of employees who responded who reported being from a CALD background.

Workplace conditions

Remuneration

- Employers and employees reported similar remuneration levels across the different job categories. In this case, the employer data is most likely definitive of the levels of pay available, and the similarity of the employee data indicates that the sample of employees in the survey is largely representative of the industry on this criteria. Table 1 shows the mean remuneration rates listed by organisations, and by employees.

Table 1: Remuneration rates by position / role (ORG & EMP)

Position / Role	Organisational Survey Mean FTE pay p/a Gross	Employee Survey Mean FTE pay p/a Gross
Management (CEO / Senior Exec)	\$95,338	\$88,703
Program Manager	\$65,457	\$67,965
Supervisor / Team Leader	\$57,340	\$55,088
Practitioner	\$53,095	\$53,536
Counsellor	\$50,724	\$49,582
Educator	\$47,792	\$49,170
Children's Contact Service worker	\$43,703	\$49,250
Administration	\$41,744	\$43,179

Q: What number of your FRSP-funded workforce are employed in the following roles, and what is the average FTE pay rates for these? (ORG)

Q: What is your annual pay rate (gross – before tax)? (or hourly pay rate if applicable) (EMP)

Note: Sample base excludes non response

Response base for Mean FTE and Mean Part-Time pay rates are lower than reported base for position/role as there were some missing responses (ORG)

Staff qualifications and requirements

- The majority of employees across various positions held tertiary qualifications (i.e. a Degree or a Post Graduate qualification):
 - 67% of employees in Management positions hold Post Graduate qualifications (57% hold a tertiary degree);
 - 54% of Program Managers hold a tertiary degree (49% hold a Post Graduate degree);
 - 55% of Supervisors / Team Leaders hold a Post Graduate degree (52% hold a tertiary degree);
 - 55% of Counsellors hold a Post Graduate degree (49% hold a tertiary degree);
 - 66% of FRD Practitioners / Mediators hold a tertiary degree (54% hold a Post Graduate degree); and
 - 51% of Educators hold a Post Graduate degree (43% hold a tertiary degree).
- In terms of organisational qualification requirements across different positions:
 - For Management positions, the majority of organisations require employees of this level to hold a Bachelor degree (66%), or a Post-graduate degree (48%);
 - Program Managers are required to hold a Bachelor degree (73% of organisations), or a Post-graduate degree (21%);
 - Counsellors are required to hold a Bachelor degree (73% of organisations), or a Diploma (23%);

- Supervisors and Team Leaders are required to hold a Bachelor degree (68% of organisations), or a Diploma (23%);
- Practitioners are required to hold a Bachelor degree (61%), a Post-graduate degree (17% of organisations), or a Diploma (17%);
- Educators are required to hold a Bachelor degree (56% of organisations), or a Diploma (21%);
- Children's Contact Service Workers are required to hold a Bachelor degree (30% of organisations), or a Diploma (30%); and
- Administration officers are required to hold a Certificate (48% of organisations require this).

Professional Development and Clinical Supervision availability

- Overall, employees reported doing a mean of 3.0 hours of professional development provided internally by the organisation (per month); 2.8 hours external to the organisation; 2.2 hours of clinical supervision provided internally by the organisation; and 0.7 hours of clinical supervision externally.
- When looking at results for Service Delivery staff and Counsellors, employees reported the number of hours of professional development and clinical supervision they get as slightly more than the overall mean.

Recruitment and Retention Issues

Is recruitment of suitably skilled staff a serious issue for organisations?

- One fifth of organisations experienced problems within the past 12 months: having unfilled vacancies after advertising, AND filling positions with staff that have less experience or qualifications than intended. Almost two thirds (62%) of organisations had either a problem with unfilled vacancies after advertising (31%) or a problem filling positions with less qualified staff (31%). Only 18% of organisations indicated no problem with unfilled vacancies or employing less qualified staff.
- Organisations were asked how serious the problem of recruitment was on a scale of 0-10 (where 0=not a problem at all, and 10=an extremely serious problem). In total, 42 of the 51 organisations (84%) reported recruitment of skilled staff as either a serious problem (7-10) or a somewhat serious problem (4-6) (mean rating=6.3).
- Organisations listed the top three key barriers they perceived to recruitment of staff. These were:
 - Remuneration / salary (84%),
 - Lack of career path opportunities (37%), and
 - Type of work (31%).
- In organisations where recruitment was reported as a serious problem, pay levels were found to be lower for Management, Program Managers, Supervisors, Counsellors, and Educators. Additionally, organisations who indicated recruitment was a serious problem had consistently lower mean hours of monthly professional development and supervision available to staff at each level.

Is retention of suitably skilled staff a serious issue for organisations?

- Employees overall had spent on average 10.2 years working in the community services sector, and an average of 3.6 years with their current employer.
- Turnover in the past 12 months was indicated to be high, especially for service delivery staff, e.g. Children's Contact Service Workers: 59% of current staff are new positions. The position with the lowest level of turnover was that of Management (19% turnover).
- Organisations were asked how serious the problem of retention was on a scale of 0-10 (where 0=not a problem at all, and 10=an extremely serious problem). Retention is less of a problem than that reported for recruitment (84%). In total, 31 of 51 organisations (59%) reported retention of skilled staff as either a serious problem or a somewhat serious problem (mean rating=4.0), by comparison to the 81% that reported recruitment was a problem.
- The top three perceived barriers to staff retention were similar:
 - Remuneration / salary (78%),
 - Lack of career path opportunities (63%), and
 - Work stress (41%).
- Pay levels by each position were compared across reported levels of seriousness of recruitment problem. Substantially higher pay rates per annum were observed for organisations that reported retention was "not a serious problem". Thus, low pay levels seem to reflect organisational problems with staff retention, or at least to correlate to them.
- As was also seen where recruitment was an issue, organisations who indicated retention of staff was a serious problem or a somewhat serious problem had consistently lower mean hours of monthly professional development and supervision available to staff at each position level below.

Current employment satisfaction

- The Employee Survey revealed that the three key reasons employees were *originally attracted* to working in the FRS sector included:
 - Type of work (73%),
 - Location of work (32%), and
 - Training and professional development opportunities (27%).
- The three aspects employees were *most satisfied* with were:
 - Type of Work (85% satisfied),
 - Co-workers' competencies (80% satisfied), and
 - Location of workplace (78% satisfied).
- The three elements employees had the *least satisfaction* with were:
 - Pay rates (31% satisfied),
 - Career path opportunities (33% satisfied), and
 - The community services sector overall (56% satisfied).

- Respondents were asked if they *agreed* with a set of four statements. Overall:
 - 84% of respondents agreed with the statement “I feel sufficiently qualified to work with the issues clients present with”;
 - 82% agreed “My job is enjoyable”;
 - 80% agreed with the statement “In my position I feel like I make a difference in clients’ lives”;
 - 59% agreed “My job is stressful”.
- Respondents were asked the *number of hours per week* they would prefer to work; more, the same, or less:
 - The majority of full-time staff would prefer to work less hours than currently (53%);
 - 64% of part-time staff would prefer to work the same hours as currently; and
 - 51% of casual staff would prefer to work more hours than currently.
- The majority of employees indicated that the reality of working in the FRS sector was the same as what they had expected (52%), 27% reported it was better than they had originally expected, and 21% reported it was worse. There were no differences in the mean number of years worked by people who reported working in the sector was better, the same, or worse than they had expected.
- Overall, of those who reported working in the FRS sector was better than they had expected (27%):
 - 34% reported reasons including a better working environment, e.g. good levels of support, healthy levels of stress;
 - 33% reported the work is rewarding, e.g. strong client needs focus, contributing to people’s lives; and
 - 17% listed working conditions as a reason, e.g. good working hours, and satisfactory levels of pay.
- Overall, of those who reported working in the FRS sector was worse than they had expected (21%):
 - 59% reported reasons including unsatisfactory working conditions, e.g. poor pay levels, hours too long;
 - 17% listed high work load and paperwork as a reason, e.g. too much administration, overwhelming numbers of clients; and
 - 15% reported that the type of work was challenging, e.g. challenging clients, personal stress.

Future employment intentions

- 61% of respondents intend to remain in the FRS sector over the next two years, and 7% do not intend to remain. Thirty-two percent are unsure. The quite high levels of current turnover observed suggest that a substantial proportion of this 32% will in fact move.
- 53% of all employees indicated they intended to remain with their current employer (87% of the respondents who intended to remain in the FRS sector) and 1% did not intend to remain with their current employer.

- The three key reasons for respondents *remaining* in the FRS sector, and/or with their current employer over the next two years were very similar to what originally attracted them to the sector, and were:
 - Type of Work (82%),
 - Location of work (59%), and
 - Flexible working conditions (57%).
- The three key reasons given by respondents *leaving* the FRS sector, and/or with their current employer over the next two years (7%) were quite different to what attracts people to the sector initially:
 - Pay (70%),
 - Lack of / different career path (54%), and
 - Low level of recognition and acknowledgement for work (38%).

These top two employee-reported reasons for leaving were very closely aligned with employers' perceived barriers to staff retention (and recruitment).

- Of those who reported they were expecting to leave the FRS sector and/or their current employer over the next two years (7%), 59% reported they might move to work in the government / public sector; 40% said they may move to the private sector; and 24% reported they may remain in the community services / not-for-profit sector.
- When looking at expectations versus reality of working in the FRS sector, unsurprisingly, the majority of those who indicated they would *remain* in the sector reported the reality was better or the same as what they expected from the sector (93%). This is a statistically significantly higher proportion of employees compared with 44% of those who indicated they would be leaving the sector, and 67% of those unsure about remaining in or leaving the sector.

Incentives to remain in the FRS sector

- Employees who indicated they were intending to leave the FRS sector or their current employer over the next two years (7%) or who were unsure whether to leave or stay (32%) were asked what incentives would encourage them to remain in the sector or with their current employer. The most commonly mentioned incentive was Pay (80%), followed by career path opportunities (50%).
- Of the 15% (n=68) of respondents who indicated that more flexible working conditions would encourage them to remain in the FRS sector or with their current employer, the key reasons provided included *Flexible hours to work per week* (37%); *Flexible days to work per week* (18%); the *Ability to do some work from home* (10%); and *Acknowledgement and Provision of Time in Lieu* (10%).
- Overall, 32% of respondents who indicated different working hours would encourage them to remain in the FRS sector or with their current employer, reported they would prefer to work more hours, and the remaining 68% reported they wanted to work less hours.

Summary and Conclusions

These findings are consistent with both previous research data from the community services sector more generally, and anecdotal information about the FRS sector.

A VCOSS study in 2008 concluded that the community services industry is faced with a growing service demand in spite of a declining labour pool of suitably employable candidates. When investigating why people leave the community sector, unhappily remain, or do not consider working in this industry – consistent themes emerge regardless of profession. These include remuneration, the working environment, public perception, recruitment practices, underemployment and casualisation of the workforce, career pathways, and training and professional development.

As identified in a research study conducted by CBSR on behalf of FaHCSIA in 2008, a key issue across the FRS sector was the difficulty in recruiting and retaining suitably qualified staff. Qualitative data suggested that this may be due to comparatively low wage rates, heavy case loads, the stressful nature of the work, and a lack of resources to tackle problems, and pursue effective professional development/supervision and mentoring (FaHCSIA, 2008). The current quantitative research supports this and gives some evidence as to the scale of the issue.

When compared to reasons for first entering the FRS sector, employees' reasons for staying in the industry or with their current employer are very similar: *Type of work* and *Location of workplace* appear on the top reasons for both lists. Flexible working conditions moves up from tenth to third on the list, and training and professional development moves from third to fifth. Pay remains as ninth on both lists, and career path opportunities (eighth reason for remaining) most closely aligns with getting experience or a "stepping stone" to other types of work, which was originally fifth on the list for first entering the sector.

The reasons for intending to leave the industry, however, show a very different pattern to reasons for attraction to the sector. Pay moves up from ninth on the list of reasons for entering FRSP to be the number one reason for leaving. Career opportunities moves up from fifth to a clear second. Recognition and acknowledgement moves up from seventh to third. Location of workplace was second in the original list, but drops to ninth, and hours of work from fourth to eighth. These changes strongly suggest that for those people intending to leave the sector or their employer, what is important to them has substantially changed.

People who indicated they were intending to leave the FRS sector or their current employer over the next two years (or who were unsure of whether to leave or stay (39% combined), were asked what incentives would encourage them to remain in the sector or with their current employer. The most commonly mentioned incentive was Pay (80%), followed by career path opportunities (50%). In fact, the incentives required are extremely closely aligned with the reasons for leaving, as would be expected. Interestingly, only 7% said nothing could encourage them to stay, suggesting the problem *could* be overcome – that the issues are not irretrievable.

It may be strategic to focus on existing employees in the sector who are unsure whether to remain in the sector or to leave over the next two years (a third of employees surveyed), and to provide incentives to encourage them to remain in the sector. The status quo turnover rate suggests these employees may well leave the sector over this time frame. To encourage them to stay would contribute to changing the "norm" of disengaged employees leaving the sector, and perhaps re-engaging with the benefits of working in the sector, encouraging them to remain.

Appendix A provides a brief literature review of other studies and research conducted within the community services sector.

Workforce Development Strategies

From these research findings, a series of possible workforce development strategies have been proposed for consideration by the FRSP Working Group and the sector. These will enable the Working Group to develop agreed principles for the development of the Family Relationship Services workforce; and build a case for Government investment in this sector.

It is clear that the most obvious issue to address in terms of retention is the perceived pay disparity between the FRS sector and (in particular) government; and also the relative pay disparity across organisations within the sector. However, there are other aspects where gains could potentially be made that do not have such large or direct funding implications.

Additional workforce development strategies include:

1. Improved working environment and consistent management strategies with an intention of contributing to a more rewarding and satisfying professional experience. Specific opportunities suggested by the research which may apply to individual organisations include:
 - a. More consistency and structure within management;
 - b. Improving senior management skills and communication;
 - c. Development, clarification, and communication of organisational vision and values from management to employees;
 - d. Working within organisational constraints to increase levels of meaningful support, recognition and acknowledgement from management for employees;
 - e. More involvement by management of "staff on the ground", and employee consultation in organisational decision-making;
 - f. Instilling purpose into working environment and structure;
 - g. Management and employees working together to set realistic staff goals, and management rewarding progress of employees;
 - h. Management working with employees to develop employee career paths within the sector to allow recognition of skills and experience as well as career structures, in turn facilitating mobility of workers throughout the industry.
2. A focus on improving working conditions within the sector to attract and retain a future quality and skilled workforce:
 - a. Increased remuneration on par with public / private sectors;
 - b. Allowances for more flexible hours, flexible working days, inclusion of rostered days off and 'mental health days' to allow a release when work in a potentially stressful area becomes debilitating;
 - c. Increased availability of professional development and supervision to employees;
 - d. Opportunities for staff to move more easily between organisations within the sector – either as employees, or as cadetships or secondments; allowing staff who are interested to have more variety in their work experiences and an opportunity to develop a career.
 - e. Recognition of the role of advocacy in the work of the non-government community services industry;
 - i. Advocate for an increased administrative budget and human resources;
 - ii. Advocate for lengthened funding rounds to provide more workforce stability.

3. Development of a national workforce attraction and retention strategy:
 - a. Ensure that prospective employees have an accurate expectation of the sector. The research showed that employees who keep a similar set of priorities are likely to be reasonably satisfied and remain in the industry – but those who intend to leave have quite different priorities. Specific applications could include:
 - i. Active and accurate promotion of the sector to prospective employees;
 - ii. More positive positioning of the sector in the community, contributing to a higher level of prestige associated with working in it.
 - b. Develop a process to identify staff who are at risk of leaving, and offer tailored or individualised opportunities. While it may not be possible to prevent all staff from leaving the sector, it is likely that some staff who are at risk of leaving could be encouraged to stay in the sector, if not the organisation, by offering them alternatives to the default experience or career path.

1. Introduction & background

1.1 Background

The Family Relationship Services Program (FRSP) is a national program under which just over 100 non-Government organisations with over 600 outlets across Australia provide services such as family relationship counselling, education, dispute resolution and other relationships support services. The aim of the FRSP is to enable children, young people and adults in all their diversity to develop and sustain safe, supportive and nurturing family relationships, whilst minimising emotional, social and economic costs associated with disruption to family relationships.

The Family Relationship Services Program (FRSP) is jointly funded by the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), and the Attorney-General's Department (AGD).

1.1.1 Issues

1.1.1.1 2004 Review

In 2004, a Review of the Family Relationship Services Program was conducted, investigating program management, quality of services, mix of services provided, community linkages and collaborations, costs and other issues related to appropriateness and effectiveness of the FRSP (FaCS & AGD, 2004).

'Workforce issues' for the Family Relationship Services (FRS) sector was a broad topic that emerged from the Review, which required further investigation.

1.1.1.2 FRSP Working Group

A Working Group was established to progress this, and other key objectives relevant to the delivery of the Family Relationship Services Program (FRSP). In the FRSP Working Group's Work Plan, key topics relating to the investigation of Workforce Issues include:

1. A review of the current workforce pressures, including driving and restraining factors that impact on the recruitment and retention of suitably qualified staff in family relationship services;
2. Identifying common challenges in the sector's workforce, and developing successful workforce strategies through research and consultation.

The 2004 Review concluded that the FRSP "provides a range of valuable relationships services for families, children and individual adults. The most obvious weaknesses of the program at this stage are inadequate funding and limited coverage...".

1.2 The Workforce Mapping Study

Recent qualitative data has revealed issues of recruitment and retention of suitably qualified staff across organisations in the FRS sector. Anecdotal evidence and qualitative data have shown that this may be due to comparatively low wage rates, heavy case loads, the stressful nature of the work, and a lack of resources to tackle problems and pursue effective professional development/supervision and mentoring (FaHCSIA, 2008).

The Workforce Mapping study was designed to collect and quantify information about the FRS workforce, the numbers or characteristics of the individuals who work in the sector, and investigate these issues in order to substantiate qualitative findings about the status of the workforce. Collecting this data, and investigating these key topics will enable the FRSP Working Group to develop agreed principles for the development of the FRS workforce; prepare advice on workforce development strategies to provide to the sector, and the greater Government; and build a case for Government investment in this sector.

1.2.1 Organisational Survey

The first part of the study was an Organisational Survey, an attempted census of the 104 organisations in the FRS sector, designed to “map” objective aspects of the workforce, such as size and location of offices; FRSP services and programs offered in organisations; demographics of staff; position details and pay scales; professional development and clinical supervision available; skills and qualifications sought; and perceived recruitment and retention issues.

1.2.2 Employee Survey

The Organisational Survey was followed by an individual Employee Survey of FRSP-funded employees across these same organisations, designed to investigate individuals’ profiles and position details; satisfaction with employment in the FRS sector; motivations and attractions of employment in the sector; future career intentions either inside or outside the sector, and reasons for this.

This investigation of employee satisfaction, motivations and behavioural employment intentions offers insight into personal experiences working in the sector, which may serve to inform improvements in organisational processes and systems.

1.2.3 Examining Recruitment and Retention Issues

The Work Plan of the FRSP Working Group requires consideration of the capacity and efficacy of FRSP-funded agencies to recruit and retain staff. The 2004 Review predicted that “[retention] is likely to become critical in the near future”, and “an increasingly skilled and experienced workforce is required”.

In examining these issues, it is important to consider the various impacts of salary discrepancies between practitioners in community services and those in the public and private sector; the availability of professional development and training programs across organisations to current and potential employees; other factors such as the ageing working population (particularly in this sector); locations of offices and costs of living remotely or regionally (where applicable); difficulties in recruiting Aboriginal and Torres Strait Islander practitioners and bi-lingual workers; qualifications requested of recruited employees; as well as other possible impediments to retention and recruitment of staff in this sector. All of these issues contribute to the capacity and quality of service delivery with FRSP-funded organisations.

Organisational attractiveness is defined by Aiman-Smith, Bauer, & Cable (2001) as “an attitude or expressed general positive affect toward an organisation and toward viewing

the organisation as a desirable entity with which to initiate some relationship." Attractiveness (and benefits of employment) is important to convey when aiming to optimise recruitment strategies. There is a lack of quantified knowledge about what makes working within the FRS sector attractive to employees (both current and future employees).

This lack of understanding in general from outside of the sector (e.g. of the type of work and job roles in the community sector) could provide an opportunity for developing marketing and communications messages which may increase organisational attractiveness and potentially the number of employees within the sector by increasing understanding of the general public, careers counsellors and jobs networks.

1.2.4 Project Objectives

The objectives for this research were to:

- Generate a **national map of the sector** which can be used to produce a base profile of the FRSP-funded workforce.
- Investigate individual **satisfaction with employment in the FRS sector**, motivations for employment within the sector, and future career intentions either inside or outside the sector, and reasons for this.
- Examine more closely specific **issues of recruitment and retention** reported at the organisational level, and investigate possible reasons for these issues at an individual employee level.

1.3 Reporting

This report is structured to report findings from the two surveys. Results are presented in an integrated manner where questions were common to both surveys. Workforce mapping data is presented in **blue** tables denoted by 'ORG' in the caption, and the Employee Survey data is presented in **orange** tables denoted by 'EMP' in the caption.

The first section of the report uses both sources of survey data (organisational level data and individual employee level data), and maps the current FRS workforce. Information about demographics of staff, size and locations of organisations, FRSP funding, pay scales and types of services delivered are presented here.

The second section of the report focuses more in depth on recruitment and retention issues, which are facing the community services sector as a whole. Data gathered at the organisational level and individual level are used to explain possible reasons for the issues regarding recruitment and retention that face the FRS workforce.

These research studies should each contribute to the FRS workforce Working Group's:

- understanding of the FRS workforce, and
- development of principles for optimizing employee recruitment and retention strategies, by increasing the attractiveness of working within organisations within the sector to potential employees, as well as the engagement of current employees.

2. Methodology

There were two core elements of the Workforce Mapping project: an Organisational Survey, and an Employee Survey.

2.1 Organisational Survey

The first stage element of the mapping project was to attempt a census of the 104 FRSP-funded organisations.

In May 2009, a senior member of each organisation was contacted via email and asked to complete a questionnaire either by printing and returning hard copies, or logging into an online portal and completing the questionnaire online.

Organisational contacts were generally CEOs, Senior Executive or Human Resource Managers. The survey was in field May-July 2009. Originally the time frame for field work was three weeks, and this was extended to eight weeks due to a low response rate. The final response rate was 49% (N=51 surveys were completed).

The questionnaire was designed in collaboration with FaHCSIA and other project stakeholders, including the FRS workforce Working Group. Issues the survey was concerned with include:

- Organisational and staff demographic details
- Programs and services offered by organisations
- Numbers of Full-time equivalent staff employed at various levels, and pay levels of these
- Qualifications sought for prospective employees
- Availability to staff of professional development and clinical supervision
- Recruitment and retention issues facing the organisation

See Appendix B for the questionnaire.

2.2 Individual Employee Survey

Contacts at the same 104 organisations were contacted again regarding an individual Employee Survey to be completed by FRSP-funded staff within the organisations.

The survey was an online survey, and was "live" from Monday 31 August– Friday 2 October 2009. The provision of email addresses of individual FRSP-funded staff across all organisations was not practical. To overcome this issue, a general access survey was created and organisational contacts were forwarded the link to the survey to forward to their FRSP-funded staff either directly, or via Program Managers.

Organisational contacts were also asked to provide CBSR with an estimation of how many staff were exposed to the survey; however, this was not answered sufficiently to gain a meaningful albeit indicative response rate. The final number of responses was N=930; 69% of the organisations invited to participate had at least one employee participate in the survey.

The Employee Survey aimed to understand employee satisfaction, motivation and intentions surrounding work within the FRS sector workforce, and participation of these staff in the survey was encouraged by organisational contacts.

Topics the survey asked staff included:

- Demographic details
- Position details and previous work experience
- Qualifications and experience
- Satisfaction with core components of work
- Future intentions for employment with current employers, and within the FRS sector

See Appendix C for the questionnaire.

2.2.1 High level data comparisons

When making comparisons of the demographic profiles provided in each survey, these appear similar and have consistent patterns. Similarities between these two data sources suggests that the survey data collected from individual employees about their organisations is valid.

Table 2 shows that the largest proportion of organisations indicated their head office was in Victoria (29%), followed closely by NSW (22%), and Queensland (22%). From postcode data provided by employees we can deduce that the majority (42%) of employees worked primarily in NSW, followed by Victoria (15%), and Queensland (13%).

Table 2: State or Territory in which Head Office/primary place of work is located (ORG & EMP)

Location	Head office % (N=51)	Primary place of work % (N=930)
New South Wales	22%	42%
Victoria	29%	15%
Queensland	22%	13%
Western Australia	8%	12%
South Australia	8%	11%
Tasmania	4%	4%
Australian Capital Territory	6%	3%
Northern Territory	2%	1%
Total	100%	100%

Q: In which states or territories does your organisation have its head office? (ORG) Base=All organisations (N=51)

Q: What is the postcode of your primary place of work? (EMP) Base=All respondents (N=930)

Mean estimations by organisations shows the majority of employees were female aged 40 and over (52%). The smallest group were males aged under 40 years (5%). (See Table 3.)

Table 3: Estimated age and gender breakdown of FRSP employees (ORG)

Overall (Mean reported proportion)					
n=46	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	22.5%	1.5%	3%	10.5%	7.5%
Females	77.5%	8%	18%	26.5%	25%
Total	100%	9.5%	21%	37%	32.5%

Q: What is the demographic breakdown of the FRS workforce? Thinking about total FTE levels for FRSP-funded programs and services, what is the age and gender profile of the organisation?
Base=46 due to some missing responses.

Employee data mirrors the estimations made by organisations. Table 4 shows the majority (57%) of employees were females aged 40 years and over and only 5% of employees were males under 40 years.

Table 4: Age and gender breakdown of FRSP employees (EMP)

Overall					
N=930	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	19.6%	1.8%	3.4%	4.5%	9.8%
Females	80.4%	8.6%	14.9%	24.7%	32.2%
Total	100%	10.4%	18.4%	29.2%	41.9%▲

Q: What is your age group?
Q: Are you male or female?
Base=All respondents (N=930)

2.2.2 Analysis of data and significance testing

In terms of data analysis and significance testing:

- Significance testing was not performed for the Organisational Survey data, as base sizes were too small to allow for comparison between groups.
- Significant differences between groups in the Employee Survey are denoted by coloured arrows: a red arrow indicates a significant decrease, and a green arrow indicates a significant increase between columns (at the $p < 0.05$ level). Superscript letters are used to indicate between which columns of data a significant difference may exist.

2.2.2.1 Additional reporting notes

- Data is reported primarily in proportions or mean scores along Likert scales.
- Bases are reported where responses exist, and non-responses and missing values have been excluded from the base sizes.
- A capital 'N' denotes base size of entire sample; 'n' denotes subsample.
- Data reported may be subject to rounding; e.g. proportions may add to 101% or 99% in lieu of 100% where proportions are rounded.

3. Results

3.1 About the organisations

3.1.1 Size of organisations and change over time

Table 5 shows that the mean number of staff members in an organisation reported by organisations was 286 (with a range from four to 3,600).

Organisations were asked where their staff were located; in metropolitan, regional, or rural and/or remote areas. The majority of staff are located in metropolitan areas; the mean estimation of numbers of staff located in metropolitan areas was 239 (with a range from two to 2,100). The mean numbers of staff in regional areas, and rural and/or remote areas were much lower (144 and 47, respectively).

Table 5: Mean number of staff members across organisations, by location (ORG)

Mean number of staff members	Range		Central tendency	
	Minimum	Maximum	Mean	Median
Overall (n=49)	4	3600	286	118
Metropolitan (n=34)	2	2100	239	75
Regional (n=34)	2	2215	144	41
Rural / remote (n=23)	47	400	47	21

Q: What is the total size of the organisation's workforce (as a whole), and where are they based?
 Base=49; two organisations had provided incomplete information regarding the size of their workforce
 Note: Multiple responses allowed for Metropolitan, Regional and Rural and remote responses.

Both surveys asked respondents to estimate how many FTE staff were in their organisations. Organisational data is possibly more accurate, as this question was answered by CEOs, Senior Executive, and Human Resource Managers; whereas, the Employee Survey was answered by staff members.

Table 6 shows that the mean number of FTE positions organisations estimated was 188 (with a range from 1 to 1,900).

Table 6: Mean number of FTE staff members in organisations (ORG)

Mean number of FTE staff members	Range		Central tendency	
	Minimum	Maximum	Mean	Median
Overall (n=47)	1	1900	188	75
Metropolitan (n=34)	1	1108	163	65
Regional (n=34)	1	1275	93	26
Rural / remote (n=23)	1	212	26	12

Q: How many Full Time Equivalent (FTE) positions does the organisation have (as a whole)?
 Base=47; four organisations had provided incomplete information regarding the number of FTE staff in their workforce.

In order to compare the data by size of organisation (small, medium and large), data on sizes of organisations from the Australian Bureau of Statistics was used as a reference. Small organisations consist of under 20 people, medium organisations 20-99 people, and large organisations 100 or more people.

Table 7 shows that the majority of organisations indicated their organisational size was medium, consisting of 20-99 FTE staff (47%). The majority of employees also estimated that they worked in medium-sized organisations (39%).

Table 7: Size of organisation recalculated based on ABS divisions (ORG & EMP)

	Organisational Survey (n=47)	Employee Survey (N=930)
Small size – Under 20 staff members	19% (n=9)	29% (n=270)
Medium size – 20-99 staff members	47% (n=22)	39% (n=363)
Large size – 100 or more staff members	34% (n=16)	32% (n=297)

Q: How many Full Time Equivalent (FTE) positions does the organisation have (as a whole)? (ORG)

Note: Four organisations provided incomplete information regarding the size of their organisation (ORG).

Q: Please estimate how many Full-Time Equivalent (FTE) staff your organisation as a whole (ie: FRSP funded positions and all other positions) currently employs across all offices? (EMP)

3.1.1.1 Organisational change over time

The mean size of organisations five years ago was indicated as 68% of the current size (assuming this is 100%). The mean estimated size of organisations in the next two years was 121%. Small and medium-sized organisations were estimated to increase in growth at a greater rate than large organisations over the next two years. See Table 8. Interestingly, respondents from small and medium-sized organisations tended to estimate the organisations actual size in two years to have increased more than necessary, with medium-sized organisations particularly likely to do this.

Table 8: Past and future projections of organisational growth (ORG)

Mean estimated % size of organisations	Overall (n=47)	Small (min. n=8)	Medium (min. n=21)	Large (min. n=14)
How big was the organisation <u>5 years ago</u>?	68%	67%	63%	75%
Organisation is currently:	100%	100%	100%	100%
How big do you think the organisation will <u>LIKELY TO ACTUALLY BE</u> in 2 years time?	121%	150%	167%	109%
How big do you think the organisation will <u>NEED TO BE</u> in 2 years time?	116%	128%	114%	110%

Q1. In percentage terms, based on total FTE that is used to service clients, and thinking of the organisation now as being '100%' - how has the size of the organisation changed, and how will it change?

Base=47 due to some missing responses.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values.

Eg: If the organisation was half as big it would be 50% the current size; if twice as big it would be 200% the current size.

Table 9 shows that the majority of organisations were smaller five years ago than their current size (n=42). These organisations were on average a little over half the size of their current size (57%; compared to the overall average estimation of 68% of the current size). Only one organisation indicated it was larger five years ago than currently, and it was four times the size. Four organisations indicated they are the same size as they were five years ago.

Table 9: Organisational growth over past 5 years (ORG)

Mean estimated % size of organisations	Overall (n=47)	Orgs smaller 5 yrs ago (n=42)	Orgs larger 5 yrs ago (n=1)	Orgs remained same in past 5 yrs (n=4)
How big was the organisation 5 years ago?	68%	57%	400%	100%
Organisation is currently:	100%	100%	100%	100%

Q11. In percentage terms, based on total FTE that is used to service clients, and thinking of the organisation now as being '100%' - how has the size of the organisation changed, and how will it change?

Notes: Where organisation did not exist 5 years ago, zeros in responses were omitted from analysis.

Eg: If the organisation was half as big it would be 50% the current size; if twice as big it would be 200% the current size.

3.1.2 Location of organisations

Organisations were asked where their head office was located. The largest proportion indicated it was in Victoria (29%), followed by NSW (22%) and Queensland (22%). Employees were asked the postcode of their primary place of work. From this, we can deduce that 42% of employees worked primarily in NSW. This was followed by Victoria (15%), and Queensland (13%).

Table 10: State or Territory in which Head Office/primary place of work is located (ORG & EMP)

Location	ORG	EMP
	Head office % (N=51)	Primary place of work % (N=930)
New South Wales	22%	42%
Victoria	29%	15%
Queensland	22%	13%
Western Australia	8%	12%
South Australia	8%	11%
Tasmania	4%	4%
Australian Capital Territory	6%	3%
Northern Territory	2%	1%
Total	100%	100%

Q: In which states or territories does your organisation have its head office? (ORG) Base=All organisations (N=51)

Q: What is the postcode of your primary place of work? (EMP) Base=All respondents (N=930)

Table 11 shows that the majority of respondents were working in metropolitan areas (66%).

Table 11: Primary location of work (EMP)

	Overall (N=930)
Metropolitan	66%
Regional	32%
Rural / remote	2%
Total	100%

Q: What is the postcode of your primary place of work? (EMP)
Base=All respondents (N=930)

Table 12 shows the proportions of employees across different organisation sizes who were working in metropolitan, regional, or rural / remote areas. The majority of employees who participated in the survey who were working in metropolitan areas were employed in medium-sized organisations (41%). The majority of employees working in regional areas were employed in small organisations (38%), and the majority of those working in rural/remote areas worked for small or medium-sized organisations. Of those working in small organisations, a significantly greater proportion worked in regional areas of Australia compared to metropolitan areas. Of those working in large organisations, a significantly greater proportion worked in metropolitan areas compared to regional or rural/remote areas.

Table 12: Primary location of work, by size of organisation (EMP)

	Overall (N=930)	Metropolitan (n=617)	Regional (n=295)	Rural / remote (n=18)
Small	29%	24%	38%▲ ^a	44%
Medium	39%	41%	35%	44%
Large	32%	35%▲ ^{b,c}	27%	11%
Total	100%	100%	100%	100%

Q: What is the postcode of your primary place of work? (EMP)
Base=All respondents (N=930)

Table 13 shows that the biggest proportion of organisations (almost half) indicated they had staff based in metropolitan, regional, and rural and/or remote offices (47%). Over a fifth (22%) of organisations had metropolitan-based offices only, and 31% had regional, and rural and/or remote based offices only.

Table 13: Location of offices (ORG)

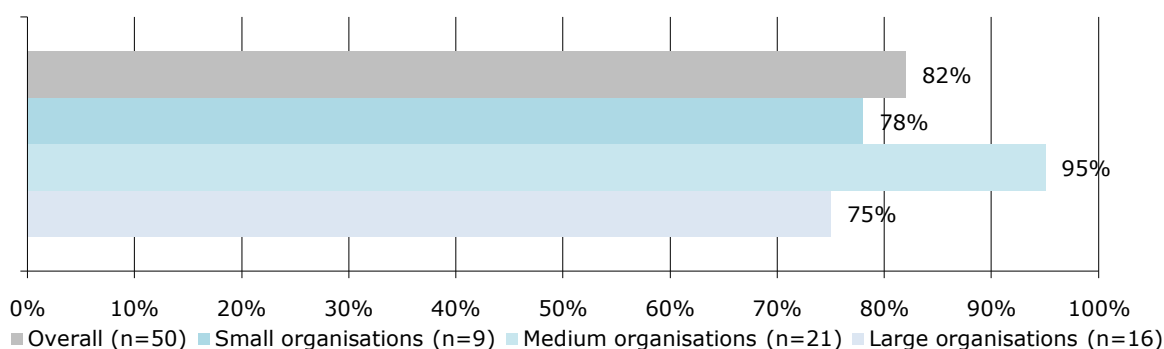
Proportion of organisations	(n=49)
Org has BOTH Metropolitan AND Regional/Rural/Remote-based offices	47%
Org has Regional/Rural/Remote-based offices ONLY	31%
Org has Metropolitan-based offices ONLY	22%

Q: What is the total size of the organisation's workforce, and where are they based? (ORG)
Base=49; two organisations had provided incomplete information regarding the size of their workforce.

3.1.3 Public Benevolent Institution status

Figure 1 shows that of the 50 organisations who responded to this question, 82% indicated they had Public Benevolent Institution (PBI) status. Of medium-sized organisations, 95% indicated they had PBI status. This is very high compared with the findings from the ACOSS survey which show that only 31% of community sector organisations surveyed reported having PBI status.

Figure 1: Organisations with Public Benevolent Institution status (ORG)



Q: Does your organisation have Public Benevolent Institution (PBI) status?
 Base=49; two organisations had provided incomplete information regarding the size of their workforce.

3.1.4 FRSP funding

Organisations were asked how much funding the overall organisation received from FRSP in total, and for Relationship Related Service Delivery (RRSD). Table 14 shows that the mean reported proportion of total funding from FRSP was 47%.

Table 14: Organisational funding from FRSP (ORG)

Mean reported proportion	Overall (min. n=43)
Total funding	47%
Funding for Relationship Related Service Delivery	56%

Q: What % of your total funding and funding for Relationship Related Service Delivery comes from FRSP?
 Minimum Base=43 due to missing responses.

Proportions of organisations' total FRSP funding was calculated, and the majority indicated they received up to 25% of their overall funding from FRSP (see Table 15).

Table 15: Proportion of total FRSP-funding (ORG)

	Overall (n=46)	Small (n=8)	Medium (n=22)	Large (n=14)
Up to 25% of funding from FRSP	37% (n=17)	1	10	5
26-50% of total funding from FRSP	17% (n=8)	1	3	3
51-75% of total funding from FRSP	20% (n=9)	4	3	2
Over 75% of total funding from FRSP	26% (n=12)	2	6	4

Q: What % of your total funding comes from FRSP?
 Base=46 due to missing responses.

Note: Data by size of organisations is presented in numbers of organisations as whole numbers, as cell sizes are too small to report in proportions.

3.2 FRSP Services and Programs offered

3.2.1 Services provided by FRSP organisations and associated staffing levels

The most commonly offered service provided by organisations was Family Relationships Education and Skills Training (69%), followed by Men and Family Relationship Services (63%), and Family Relationship Services (57%) (see Table 16).

Table 16: Services provided by organisations (ORG)

Services offered	Overall (N=51)	Small (n=9)	Medium (n=22)	Large (n=16)
Family Relationships Education and Skills Training	69% (n=35)	6	15	9
Men and Family Relationship Services	63% (n=32)	1	16	13
Family Relationships Counselling	57% (n=29)	1	13	12
Family Relationship Centres	43% (n=22)	0	10	10
Family Dispute Resolution	41% (n=21)	1	9	9
Specialised Family Violence Services	37% (n=19)	2	7	10
Children's Contact Services	31% (n=16)	2	3	10
Family Support Drought Response Teams Initiative	31% (n=16)	1	6	6
Family Relationship Services For Carers	20% (n=10)	2	4	3
Parenting Orders Program	18% (n=9)	0	3	6
Supporting Children After Separation Program	18% (n=9)	0	6	3
National Illicit Drugs Strategy Strengthening Families Program	16% (n=8)	3	3	1
Adolescent Mediation and Family Therapy	14% (n=7)	0	3	3
Post Separation Cooperative Parenting	10% (n=5)	0	2	3
Family Relationship Services For Humanitarian Entrants	8% (n=4)	0	1	3
Mensline	2% (n=1)	0	1	0
Family Relationship Advice Line	0% (n=0)	0	0	0

Q: Which FRSP-funded programs and services does your organisation offer?

Base=All organisations (N=51)

Notes: Multiple responses allowed.

Four organisations are not included in splits by small/medium/large organisation size due to missing values. Numbers are reported for splits by size of organisations, as cell sizes were too small to report in proportions.

The service/program with the highest mean FTE staffing level over the last month was Family Relationship Centres (mean=18.8 FTE), followed by Family Relationships Counselling (mean=13.8 FTE). See Table 17.

Table 17: Services provided by organisations and staffing levels (ORG)

Number of FRSP-funded programs and services being offered	Mean FTE staffing level in last month
Family Relationship Centres	18.8
Family Relationships Counselling	13.8
Children’s Contact Services	7.1
Parenting Orders Program	4.9
Family Dispute Resolution	4.6
Family Relationships Education and Skills Training	4.1
Post Separation Cooperative Parenting	3.9
Specialised Family Violence Services	3.8
National Illicit Drugs Strategy Strengthening Families Program	3.0
Supporting Children After Separation Program	2.9
Adolescent Mediation and Family Therapy	2.8
Men and Family Relationship Services	2.6
Family Relationship Services For Carers	2.5
Family Relationship Services For Humanitarian Entrants	2.4
Family Support Drought Response Teams Initiative	2.4
Family Relationship Advice Line	NIL
Mensline	No response

Q: Which FRSP-funded programs and services does your organisation offer?

Notes: Multiple responses allowed.

Bases are excluded where the programs/services are NOT OFFERED.

Table 18 shows that the mean proportion of staff who work in FRSP-funded programs and other RRSD programs was 42%. Respondents were asked to ensure that their responses add to 100%, providing answers for the proportion of the workforce who work in FRSP-funded programs and/or other RRSD programs, and the proportion of the workforce who work exclusively in FRSP-funded programs or services. Any responses that did not add to 100% were excluded from the datafile as the logic behind the responses was not clear. There may have been a level of confusion when responding to this question, as the remaining base size was small.

Table 18: Staff working in FRSP programs and services (ORG)

Mean reported proportion	Overall (min. n=23)	Small (n=4)	Medium (n=13)	Large (min. n=5)
Do not work in FRSP-funded programs or services	58%	65%	47%	77%
Work in FRSP-funded programs or services AND / OR in other Relationship Related Service Delivery	42%	35%	53%	23%
Work ONLY in FRSP-funded programs or services	31%	24%	38%	18%

Q: What proportion of your workforce (in FTE):

Minimum base overall=23 due to missing responses and confused responses.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values.

Organisations indicated that the majority of staff have worked in a single program or service in the past 12 months (mean=65%); some have worked simultaneously across multiple programs (mean=40%); and a small proportion have moved between programs or services, only working in one at any given time (mean=6%).

Table 19: Staff working in FRSP-funded programs/services (ORG)

Mean reported proportion	Overall (n=45)	Small (min. n=7)	Medium (min. n=10)	Large (min. n=7)
Have worked in a single program or service	65%	55%	66%	71%
Have worked simultaneously in multiple programs or services	40%	42%	36%	44%
Have moved between programs or services, but never worked in more than one at any given time	6%	3%	10%	6%

Q: Of those who work in FRSP-funded programs or services (in FTE), over the last 12 months, what proportion:
Minimum base overall=45 due to missing responses.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values.

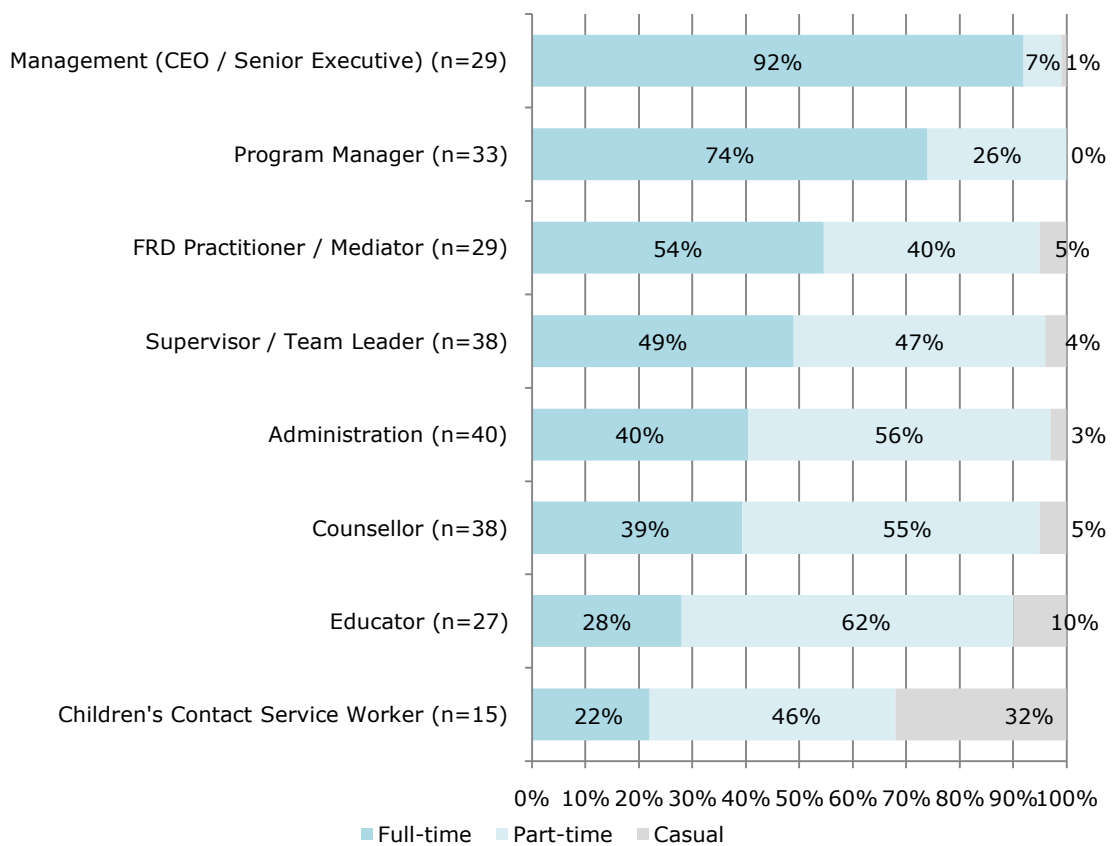
3.3 About the employees

3.3.1 Employment Profile and History

Figure 2 shows that organisations estimated Management roles are primarily filled as full-time positions (92%). Program Manager positions are predominantly filled by full-time staff (74%), as are Practitioner roles (54%).

Supervisor and/or Team Leader positions are filled by full-time staff (49%), part-time staff (47%) and casual staff (4%). Administration, Counsellor, Educator, and Children’s contact service worker positions are filled by full-time, part-time and casual staff.

Figure 2: Current employment status within organisations (ORG)



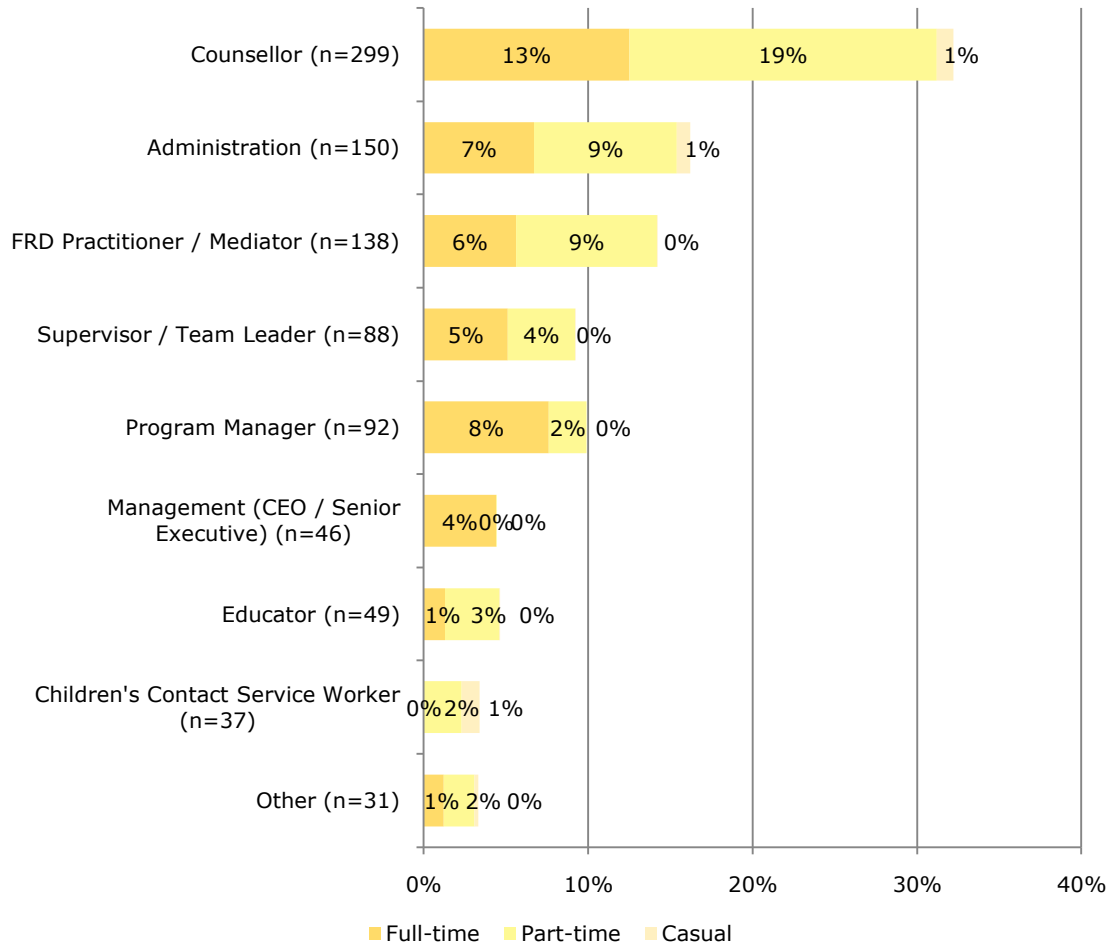
Q: On what basis are your different positions / roles filled? What proportion of FTE in each type is filled with full-time, part-time and casual staff?

Note: Sample base excludes non responses for various positions.

Splits by size of organisation were not performed as the number of base responses was not large enough to provide meaningful results at this level.

Figure 3 and Table 20 show the distribution of employees who completed the survey. The largest proportion of respondents to the Employee Survey were employed as Counsellors (32%), followed by employees employed in Administration (17%), and employed as FRD Practitioners or Mediators (15%).

Figure 3: Employment level of FRSP employees (EMP)



Q: What is your position / role?

Q: Are you employed Full-time, Part-time, Casually, or as a Volunteer?

Overall base=All respondents (N=930).

Table 20 shows that the majority of employees for each organisational size who completed a survey were employed in Counsellor positions (32%). This was followed by Administration roles (17%), and Practitioner roles (15%).

Table 20: Employment position of FRSP employees, by size of organisation (EMP)

	Total (N=930)	Small (n=270)	Medium (n=363)	Large (n=297)
Counsellor	32%	25%	39%	30%
Administration	17%	18%	13%	18%
FRD Practitioner / Mediator	15%	19%	12%	15%
Supervisor / Team Leader	9%	10%	10%	8%
Program Manager	10%	11%	10%	9%
Management (CEO / Senior Executive)	4%	3%	4%	7%
Educator	4%	6%	6%	4%
Children's Contact Service Worker	3%	6%	4%	3%
Other	3%	2%	3%	6%

Q: What is your position / role?
Overall base=All respondents (N=930).

'Other' positions listed by 3% of employees included (but are not limited to):

- Community Liaison/Support Officer
- IT / Technical Support
- Finance / Payroll dept / Operations
- Project Officers
- Intake Officer
- Group Worker
- OH&S Officer
- Home visiting officer
- Consultant
- Parenting Orders
- Drought Support Worker.

The Employee Survey was completed by full-time staff (45%), part-time staff (50%), and casual staff (5%) working in FRSP service delivery (see Table 21).

Table 21: FRSP staff employment status (EMP)

	Overall (N=930)	Small (n=270)	Medium (n=363)	Large (n=297)
Full-time	45%	37%	45%	52%
Part-time	50%	56%	52%	44%
Casual	5%	7%	3%	5%
Volunteer	0%	0%	0%	0%

Q: Are you employed Full-time, Part-time, Casually, or as a Volunteer?
Overall base=All respondents (N=930).
Note: There were no volunteers who completed this survey.

Table 22 shows that the mean number of hours worked per week on average was 39.9 hours for full-time staff, 24.1 hours for part-time staff, and 14.7 hours for casual staff.

Table 22: Mean number of hours worked per week by FRSP staff (EMP)

Mean hrs worked per week on average Range (min-max)	Overall (N=930)	Small	Medium	Large
Full-time (n=416)	39.9 (23.0 – 76.0)	39.5 (30.0 – 76.0)	39.7 (33.0 – 76.0)	40.5 (23.0 – 76.0)
Part-time (n=467)	24.1 (4.0 – 68.0)	23.9 (4.0 – 60.0)	23.8 (5.5 – 68.0)	24.7 (7.5 – 68.0)
Casual (n=43)	14.7 (1.0 – 30.0)	17.1 (2.0 – 28.0)	12.1 (3.0 – 30.0)	13.4 (1.0 – 24.0)

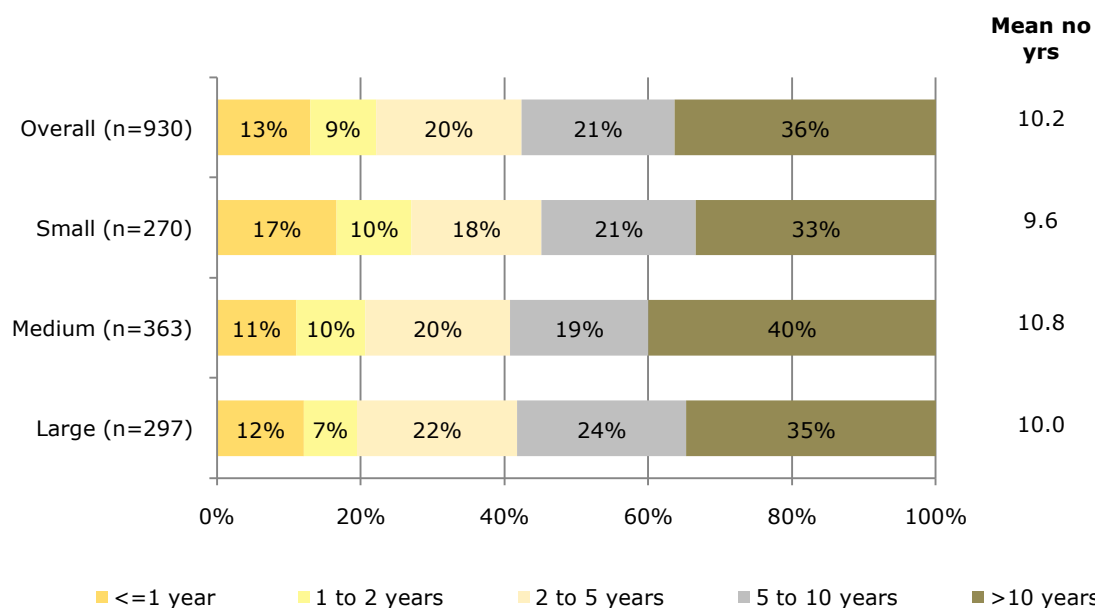
Q: Are you employed Full-time, Part-time, Casually, or as a Volunteer?

Q: How many hours do you work on average per week?

Base=926 due to some missing responses.

Figure 4 shows that employees overall had spent on average 10.2 years working in the community services sector, and Figure 9 shows that employees had spent an average of 3.6 years with their current employer.

Figure 4: Length of time in community services sector (EMP)

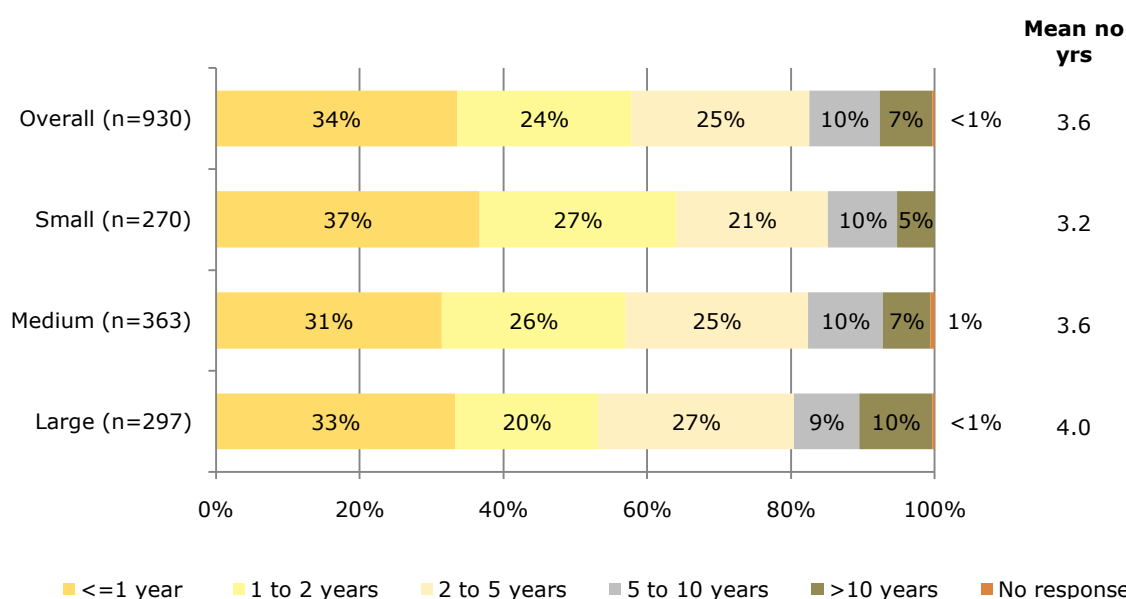


Q13. How long have you been with your current employer?

Q14. How long have you worked in the community services sector?

Base=All respondents (N=930)

Figure 5: Length of employment with current employer (EMP)



Q: How long have you been with your current employer? (EMP)
 Note: The computation of average length of employment excludes non-response.
 Base=All respondents (N=930)

The highest degree of turnover within organisations was for the position *Children’s Contact Service Worker*. Table 23 shows that a mean proportion of 41% of FTE staff across organisations were employed in this type of position 12 months prior to the survey; 59% are new staff employed either full-time, part-time or casually. The position with the lowest level of turnover was that of Management (19% turnover).

Table 23: Turnover of positions over the past 12 months

Mean reported proportion Position / Role*	% position turnover	Same FTE staff this time last year
Children’s Contact Service worker (n=15)	59%	41%
Practitioner (n=29)	43%	57%
Educator (n=27)	39%	61%
Counsellor (n=38)	33%	67%
Program Manager (n=33)	25%	75%
Supervisor / Team Leader (n=38)	25%	75%
Administration (n=40)	24%	76%
Management (CEO / Senior Executive) (n=29)	19%	81%

Q: How has the organisation (FTE staff) changed in the last 12 months?
 Note: Sample base excludes non responses for various positions.
 Splits by size of organisation were not performed as the number of base responses was not large enough to provide meaningful results at this level.
 Comparisons are based on mean reported proportions, and bases for comparison between last year and current proportions may differ by response availability.

3.3.2 Employee demographic details

The FRS workforce is dominated by females, and in particular females aged over 40 years.

Organisational contacts were asked to estimate the breakdown of demographics of FRSP staff in their organisations. Mean estimations shows the majority were female (78%), or aged 40 and over (70%). The smallest group were males aged under 40 years (5%). See Table 24.

Table 24: Estimated age and gender breakdown of FRSP employees (ORG)

Overall (Mean reported proportion)					
n=46	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	22.5%	1.5%	3%	10.5%	7.5%
Females	77.5%	8%	18%	26.5%	25%
Total	100%	9.5%	21%	37%	32.5%

Q: What is the demographic breakdown of the FRS workforce? Thinking about total FTE levels for FRSP-funded programs and services, what is the age and gender profile of the organisation?
Base=46 due to some missing responses.

Table 25 shows the age and gender breakdown by organisational size.

Table 25: Estimated age and gender breakdown of FRSP employees by organisational size (ORG)

Small organisations (Under 20 FRSP FTE staff members or fewer) – (Mean reported proportion)					
n=9	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	24%	0%	3%	5%	11%
Females	77%	4%	17%	32%	28%
Total	100%	4%	20%	37%	39%
Medium organisations (20 to 99 FRSP FTE staff members) – (Mean reported proportion)					
n=20	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	16%	1%	4%	17%	4%
Females	84%	8%	20%	26%	21%
Total	100%	9%	24%	41%	25%
Large organisations (100 or more FRSP FTE staff members) – (Mean reported proportion)					
n=14	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	30%	2%	4%	6%	10%
Females	70%	8%	17%	24%	29%
Total	100%	10%	21%	30%	39%

Q: What is the demographic breakdown of the FRS workforce? Thinking about total FTE levels for FRSP-funded programs and services, what is the age and gender profile of the organisation?
Base=43 due to some missing responses.

Table 26 shows that a significantly higher proportion of all FRSP survey respondents were aged over 50 years. The majority (57%) of employees were females aged 40 years and over. In contrast, 5% of employees were males under 40 years. This mirrored the estimations made by organisations.

Table 26: Age and gender breakdown of FRSP employees (EMP)

Overall					
N=930	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	19.6%	1.8%	3.4%	4.5%	9.8%
Females	80.4%	8.6%	14.9%	24.7%	32.2%
Total	100%	10.4%	18.4%	29.2%	41.9% ▲

Q: What is your age group?

Q: Are you male or female?

Base=All respondents (N=930)

When looking at organisations by size, for small organisations the majority of employees were again females aged 40 years and over (60%); the same for medium organisations (57%); and the same for large organisations (54%) (see Table 27).

Table 27: Age and gender breakdown of FRSP employees by organisational size (EMP)

Small organisations (Under 20 FRSP FTE staff members or fewer)					
n=270	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	15%	0%	3%	3%	9%
Females	85%	9%	15%	28%	32%
Total	100%	10%	18%	31%	41%
Medium organisations (20 to 99 FRSP FTE staff members)					
n=363	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	20%	2%	4%	5%	9%
Females	80%	9%	14%	25%	32%
Total	100%	11%	18%	30%	41%
Large organisations (100 or more FRSP FTE staff members)					
n=297	Overall	Aged 29 and under	Aged 30-39	Aged 40-49	Aged 50+
Males	23%	3%	3%	5%	11%
Females	77%	7%	15%	22%	32%
Total	100%	11%	19%	27%	43%

Q: What is your age group?

Q: Are you male or female?

Base=All respondents (N=930)

Table 28 shows that organisations estimated 6% of their FRSP-funded workforce were Indigenous. The Employee Survey shows that 1% of the FRSP staff surveyed was Aboriginal.

Table 28: Proportion of Indigenous staff (ORG & EMP)

	Overall	Small	Medium	Large
Organisational Survey (n=49) Mean estimated % Indigenous	6%	5%	3%	8%
Employee Survey (N=930) Aboriginal	1%	3%	1%	1%
Torres Strait Islander	0%	0%	0%	0%
Both Aboriginal and Torres Strait Islander	0%	0%	0%	0%

Q: What proportion of your FRSP-funded workforce (in FTE): (ORG) Overall base=49 due to some missing responses.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values (ORG).

Q: Are you of Aboriginal or Torres Strait Islander origin? (EMP) Overall base=All respondents (N=930)

Table 29 shows that organisations estimated that 5% of FRSP employees were Indigenous and worked at least partly with Indigenous clients. This compares with 1% of FRSP employees who indicated they were Indigenous and worked with Indigenous clients.

Of individuals who responded to the Employee Survey, 88% indicated they worked with Indigenous clients to some degree (2% primarily; 39% sometimes; and 47% rarely).

Table 29: Proportion of staff working with Indigenous clients (ORG & EMP)

	Organisational Survey Mean estimated % (n=48)	Employee Survey % (N=930)
Work primarily with Indigenous clients	Not asked	2%
Work sometimes with Indigenous clients	Not asked	39%
Work rarely with Indigenous clients	Not asked	47%
None at all	Not asked	12%
Are Indigenous AND work at least partly with Indigenous clients	5%	1%

Q: What proportion of your FRSP-funded workforce (in FTE) are: Indigenous? Are Indigenous AND work at least partly with Indigenous clients? (ORG) Base=48 due to some missing responses.

Q: Are you of Aboriginal or Torres Strait Islander origin? (EMP)

Q: Do you work with clients of Aboriginal and/or Torres Strait Islander origin? (EMP) Base=All respondents (N=930)

Organisations estimated that 19% of their FRSP-funded workforce was from a Culturally or Linguistically Diverse (CALD) background. Large organisations estimated the highest proportion of CALD background FRSP employees (24%).

The Employee Survey revealed that 15% of FRSP employees indicated they were from a CALD background. See Table 30.

Table 30: Proportion of Culturally and Linguistically Diverse (CALD) staff (ORG & EMP)

	Overall	Small	Medium	Large
Organisational Survey (n=45) Mean estimated % CALD	19%	8%	19%	24%
Employee Survey (N=930) CALD background	15%	14%	17%	15%

Q: What proportion of your FRSP-funded workforce (in FTE): (ORG) Overall base=45 due to some missing responses.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values (ORG).

Q: Are you from a Culturally and Linguistically Diverse (CALD) background? Overall base=All respondents (N=930).

Respondents of the Employee Survey who indicated they were from a CALD background (n=140), were asked to specify the background.

Table 31 shows that the majority were from European backgrounds (58%), followed by Asian backgrounds (22%).

Table 31: Culturally and Linguistically Diverse (CALD) backgrounds of staff (EMP)

Employee Survey	Overall (n=140)	Small (n=37)	Medium (n=60)	Large (n=43)
Europe	58%	54%	55%	65%
Asian	22%	22%	23%	21%
Africa	8%	11%	10%	2%
Middle Eastern	7%	3%	7%	12%
South Pacific / NZ	3%	5%	3%	0%
South American	<1%	3%	2%	0%
Other	1%	3%	0%	0%

Q: Are you from a Culturally and Linguistically Diverse (CALD) background?
Base=those who were from CALD background (n=140).

Organisations estimated that 13% of FRSP employees were from a CALD background and worked at least partly with CALD clients. This compares with 15% of FRSP employees who indicated they were from a CALD background and worked with CALD clients.

Of individuals who responded to the Employee Survey, 80% indicated they worked with CALD clients to some degree (5% primarily; 50% sometimes; and 25% rarely). See Table 32.

Table 32: Proportion of staff working with CALD clients (ORG & EMP)

	Organisational Survey Mean estimated % (n=45)	Employee Survey % (N=930)
Work primarily with CALD clients	Not asked	5%
Work sometimes with CALD clients	Not asked	49%
Work rarely with CALD clients	Not asked	24%
None at all	Not asked	22%
Are from a CALD background AND work at least partly with CALD clients	13%	14%

Q: What proportion of your FRSP-funded workforce (in FTE) are: Are from a Cultural And Linguistically Diverse (CALD) background? Are from a CALD background AND work at least partly with CALD clients? (ORG) Base=45 due to some missing responses.

Q: Are you from a Culturally and Linguistically Diverse (CALD) background?

Q: Do you work with clients who are from a Culturally and Linguistically Diverse background? (EMP) Base=All respondents (N=930)

Table 33 shows that of the 727 respondents who indicated they work with clients of CALD backgrounds, the majority of respondents (35%) reported working with clients of mixed / diverse / various CALD backgrounds, without giving further details.

Twenty-three percent of respondents reported working with Asian clients, (including countries: India, China, Vietnam, Afghanistan, Burma, Indonesia, Philippines, and Japan); 18% reported working with clients from Europe (including countries: France, Germany, Holland, Spain, Italy, Greece); and 13% reported working with African clients (from countries including: South Africa, Sudan, and Egypt).

Table 33: Types of CALD clients (EMP)

Among staff who work with CALD clients (to any degree)				
CALD background of clients	Overall (n=727)	Small (n=212)	Medium (n=283)	Large (n=248)
Multiple backgrounds (not disclosed)	35%	32%	33%	41%
Asian	23%	27%	22%	22%
European	18%	14%	20%	19%
African	13%	12%	13%	14%
Middle Eastern	8%	8%	7%	8%
South Pacific	4%	4%	5%	3%
South American	2%	<1%	2%	2%
Other	1%	2%	2%	1%

Q: Do you work with clients who are from a Culturally and Linguistically Diverse (CALD) background? (EMP) Base=727 who work with CALD clients to some degree.

Notes: Multiple responses allowed, i.e. Staff may be serving CALD clients from various backgrounds. 'Other' Category includes clients: the Noongar people, newly arrived migrants, deaf community and the Humanitarian Entrants.

3.4 Workplace conditions

3.4.1 Remuneration and staffing levels

Table 34 shows that FTE remuneration rates reported by organisations was highest for Management (CEOs and Senior Executive) positions, at a mean FTE pay rate of \$95,338 per annum (ranging from \$47,142 to \$148,000).

This was followed by Program Managers who receive on average \$65,457 per annum (a range from \$20,601 to \$94,500). Employees reported a similar trend and level of employee remuneration rates, by position.

Table 34: Remuneration rates by position / role (ORG & EMP)

Position / Role	Organisational Survey			Employee Survey	
	Mean number of FTEs	Mean FTE pay p/a Gross (Range min – max)	Mean Part-Time hourly rate If applicable	Mean FTE pay p/a Gross (Range min – max)	Mean Part-Time / Casual hourly rate If applicable
Management (CEO / Senior Executive)	1.8	\$95,338 (\$47,142 – \$148,000)	\$34.87 (\$25.00 – \$43.36)	\$88,703 (\$54,000 – \$140,000)	\$38.36 (\$37.00 – \$41.00)
Program Manager	3.9	\$65,457 (\$20,601 – \$94,500)	\$30.79 (\$22.94 – \$38.24)	\$67,965 (\$50,000 – \$90,000)	\$30.19 (\$19.00 – \$36.62)
Supervisor / Team Leader	4.0	\$57,340 (\$43,000 – \$72,052)	\$26.89 (\$18.37 – \$34.94)	\$55,088 (\$38,000 – \$79,950)	\$27.91 (\$19.00 – \$38.00)
Practitioner	9.0	\$53,095 (\$47,000 – \$61,000)	\$26.28 (\$23.59 – \$29.07)	\$53,536 (\$41,000 – \$66,000)	\$28.20 (\$21.44 – \$38.00)
Counsellor	12.1	\$50,724 (\$34,335 – \$64,380)	\$26.26 (\$22.87 – \$29.44)	\$49,582 (\$30,000 – \$70,000)	\$27.03 (\$19.19 – \$38.00)
Educator	3.1	\$47,792 (\$24,253 – \$57,000)	\$26.50 (\$22.80 – \$30.87)	\$49,170 (\$45,349 – \$52,000)	\$28.09 (\$20.50 – \$50.00)
Children’s Contact Service worker	7.9	\$43,703 (\$37,486 – \$48,000)	\$23.28 (\$23.00 – \$23.57)	\$49,250 (\$43,000 – \$58,000)	\$23.90 (\$18.72 – \$32.94)
Administration	7.4	\$41,744 (\$31,511 – \$51,000)	\$21.70 (\$18.73 – \$30.00)	\$43,179 (\$30,000 – \$70,000)	\$21.73 (\$16.00 – \$73.00)

Q: What number of your FRSP-funded workforce are employed in the following roles, and what is the average FTE pay rates for these? (ORG)

Q: What is your annual pay rate (gross – before tax)? (or hourly pay rate if applicable) (EMP)

Note: Sample base excludes non response

Response base for Mean FTE and Mean Part-Time pay rates are lower than reported base for position/role as there were some missing responses (ORG)

3.4.2 Staff qualifications and requirements

Table 35 shows that the most popular qualification requirement across different positions was a Bachelor degree.

- For Management positions, the majority of organisations require employees of this level to hold a Bachelor degree (66%), or a Post-graduate degree (48%);
- Program Managers are required to hold a Bachelor degree (73% of organisations), or a Post-graduate degree (21%);
- Counsellors are required to hold a Bachelor degree (73% of organisations), or a Diploma (23%);
- Supervisors and Team Leaders are required to hold a Bachelor degree (68% of organisations), or a Diploma (23%);
- Practitioners are required to hold a Bachelor degree (61%), a Post-graduate degree (17% of organisations), or a Diploma (17%);
- Educators are required to hold a Bachelor degree (56% of organisations), or a Diploma (21%);
- Children’s Contact Service Workers are required to hold a Bachelor degree (30% of organisations), or a Diploma (30%); and
- Administration officers are required to hold a Certificate (48% of organisations require this).

These organisational qualification requirements are reflective of remuneration rates.

Table 35: Qualifications required for staff in organisations (ORG)

Overall proportion of organisations requiring	None	Work Exper / Training / Skills	Certificate	Diploma	Degree	Post Grad
Management (CEO / Senior Executive) (n=50)	--	12%	12%	10%	66%	48%
Program Manager (n=48)	--	13%	4%	17%	73%	21%
Counsellor (n=48)	--	--	2%	23%	73%	17%
Supervisor / Team Leader (n=47)	2%	4%	11%	23%	68%	19%
Practitioner (n=41)	2%	--	7%	17%	61%	17%
Educator (n=43)	5%	--	14%	21%	56%	7%
Children’s Contact Service worker (n=30)	10%	--	27%	30%	30%	--
Administration (n=50)	18%	2%	48%	14%	2%	2%

Q. What qualifications does your organisation require staff to hold? Tick all that apply

Notes: Base indicates where organisation employs position (excludes where N/A)
Multiple responses allowed.

Organisations were asked if there were additional skills or qualifications required for employment. Thirty-three percent indicated Specialist trainings or accreditations would be required; Interpersonal skills (8%); Prior work experience (8%); IT competence (6%); or Security clearance (6%). See Table 36 for further details.

Table 36: Additional staff skills required (ORG)

Additional staff skills/qualifications that your organisation requires to fulfil client needs?	%
No comment made	39%
Specialist trainings / gaining accreditation (e.g. APS, AASW), in house training	
<ul style="list-style-type: none"> • "FDR Accreditation requirements - Graduate Diploma equivalent." • "Clinical supervision training." • "Suicide prevention qualification, first aid qualification, food handling qualification." • "[Same sex] counsellors - specialist training or experience in family violence." • "A full accreditation to work as a practitioner." • "In house program specific training for Parenting Orders Program and Supporting Children After Separation." • "Staff are required to have the skills and qualifications relevant to their position. FDRs and counsellors are required to have specialised qualifications and trainings. Special emphasis with appropriate training is given to staff in the area of family and domestic violence." 	33%
Interpersonal skills (e.g. being assertive, bi-cultural, communication skill)	
<ul style="list-style-type: none"> • "A high level communication and interpersonal skills – they should be firm and be empathic towards people." • "Assertive communication." • "Having great interpersonal relation skills...." 	8%
Prior work experience / exposure	
<ul style="list-style-type: none"> • "Experience with the client group (AOD and Mental Health)." • "In counselling, (they should have) skills in couples counselling and working with complex cases. As for Child Contact Service work and Domestic Violence work, (they should have) skills in dealing with complex cases and vulnerable clients". • "Same sex friendly counsellors - specialist training or experience in family violence." • "Staff are required to have the skills and qualifications relevant to their position. FDRs and counsellors are required to have specialised qualifications and trainings. Special emphasis with appropriate training is given to staff in the area of family and domestic violence." 	8%
IT / Management competence	
<ul style="list-style-type: none"> • "They should have computer literacy." • "We need practitioners, counsellors and educators who have greater competencies in management, quality management systems and IT." • "Financial skills for managers." 	6%
Security Clearance	
<ul style="list-style-type: none"> • "An AFP criminal clearance and Blue Card." • "A blue card for working with children." • "(A criminal check) for those working with children." 	6%
Other	
<ul style="list-style-type: none"> • "We engage contractors and consultants to assist us in addressing clients needs and organisational development needs. Through working alongside them, (our) workers have developed professionally and gained skills". • "We are most interested in the values that staff bring to the work and abilities to critically analyse and reflect on the work that they are doing." • "(Constantly) keeping abreast of current practice developments." • "We welcome applications for positions from people who have had either personal or close relationship experience with separation or domestic violence. However, this does not exclude applicants who have not had this life experience." 	12%

Q: Are there any additional staff skills/qualifications that your organisation requires to fulfil client needs?

Base=51 All organisations

Note: Multiple responses allowed.

Table 37 shows that the majority of employees in various positions held tertiary qualifications (i.e. a Degree or a Post Graduate qualification). The majority of employees in Management positions hold Post Graduate qualifications (67%); the majority of Program Managers hold a tertiary degree (54%); and the majority of Supervisors / Team Leaders hold a Post Graduate degree also (55%). The majority of employees in administrative positions held a certificate (52%).

Table 37: Qualifications held by FRSP employees (EMP)

Overall proportion	No formal education	Certificate	Diploma	Degree	Post Grad	Work experience only	Other
Management (CEO / Senior Executive) (n=46)	--	15%	22%	57%	67%	--	4%
Program Manager (n=92)	--	21%	30%	54%	49%	--	3%
Supervisor / Team Leader (n=88)	2%	14%	28%	52%	55%	--	1%
Administration (n=150)	11%	52%	20%	14%	3%	3%	6%
Counsellor (n=299)	<1%	13%	21%	49%	55%	1%	2%
FRD Practitioner / Mediator (n=138)	--	14%	20%	66%	54%	--	2%
Educator (n=49)	2%	18%	37%	43%	51%	--	2%
Children's Contact Service worker (n=37)	--	32%	24%	49%	22%	3%	--

Q. What qualifications do you hold?
 Base=899 respondents due to missing responses.

'Other' responses include qualifications such as 'FDRP accreditation', 'incomplete degree', 'currently working towards a degree', 'working towards a graduate diploma', 'family therapy qualification', 'on-the-job training', 'cadetship in journalism', 'registered psychologist', 'interrelate accreditation'.

3.4.3 Professional Development and Clinical Supervision availability

3.4.3.1 Management

Organisations were asked to report how many hours of professional development and clinical supervision were available to Management each month on average. Professional development provided by the organisation internally was 2.5 hours per month.

Table 38: Mean number of hours per month of professional development and supervision available to Management (ORG)

Mean no. hrs per month of professional development & supervision available to Management	Overall (min. n=40) (Range min - max)	Small (min. n=6)	Medium (min. n=21)	Large (min. n=10)
Professional Development provided by the organisation	2.5 (0.0 - 10.0)	2.3 (0.0 - 9.0)	2.7 (0.0 - 10.0)	2.3 (0.5 - 4.0)
Professional Development provided externally	2.1 (0.0 - 6.0)	2.3 (0.0 - 4.0)	2.1 (0.0 - 6.0)	1.8 (0.0 - 4.0)
Supervision provided by the organisation	2.4 (0.0 - 9.0)	2.0 (0.0 - 9.0)	2.4 (1.0 - 4.5)	2.5 (0.0 - 5.0)
Supervision provided externally	0.8 (0.0 - 6.0)	1.4 (0.0 - 6.0)	0.8 (0.0 - 3.0)	0.5 (0.0 - 2.0)

Q: How much professional development and supervision is available to staff? For every 1 FTE, how many hours are available each month on average in:
Base=40 minimum responses.

Employees were asked how much professional development and clinical supervision they get on average per month. Availability of professional development and clinical supervision was not asked, as it was thought this would not accurately show how many hours staff actually claim.

When broken down by roles and positions, Table 39 shows the number of hours of professional development and clinical supervision taken by Management was slightly less than the overall average reported by employees, presented further down in Table 44. In addition, this mean estimation by employees was slightly less than the estimated available hours reported by organisations, which makes sense as the level of professional development and clinical supervision claimed will be less than the hours available.

Table 39: Mean number of hours per month of professional development and supervision for Management (EMP)

Mean No. of hours per month of professional development and supervision for <u>Management</u>	Overall (min. n=41) (Range min - max)	Small (min. n=8)	Medium (min. n=15)	Large (min. n=18)
Professional Development provided by the organisation internally	2.2 (0.0 - 12.5)	1.0 (0.0 - 4.0)	2.2 (0.0 - 12.5)	2.8 (0.0 - 10.0)
Professional Development provided externally	1.9 (0.0 - 10)	1.0 (0.0 - 3.0)	2.4 (0.0 - 10.0)	1.8 (0.0 - 5.0)
Clinical Supervision provided by the organisation internally	1.4 (0.0 - 6.0)	2.0 (0.0 - 6.0)	1.3 (0.0 - 4.0)	1.2 (0.0 - 3.0)
Clinical Supervision provided externally	0.5 (0.0 - 4.0)	0.7 (0.0 - 4.0)	0.7 (0.0 - 4.0)	0.3 (0.0 - 2.2)

Q: How many hours of professional development do you get on average per month?

Q: How many hours of clinical supervision do you get on average per month?

Base=41 minimum responses.

3.4.3.2 Supervisors / Team Leaders

The mean number of hours of professional development provided by the organisation was 2.8 for Supervisors and Team Leaders. This was more than for Management.

Table 40: Mean number of hours per month of professional development and supervision available to Supervisors / Team Leaders (ORG)

Mean no. hrs per months of professional development & supervision available to <u>Supervisors /Team Leaders</u>	Overall (min. n=37) (Range min - max)	Small (min. n=5)	Medium (min. n=18)	Large (min. n=13)
Professional Development provided by the organisation	2.8 (0.0 - 10.0)	1.1 (0.0 - 4.0)	2.9 (0.3 - 10.0)	3.2 (1.0 - 7.5)
Professional Development provided externally	2.2 (0.0 - 6.0)	2.8 (0.6 - 6.0)	2.4 (0.0 - 6.0)	1.4 (0.0 - 4.0)
Supervision provided by the organisation	2.5 (0.0 - 8.0)	1.2 (0.0 - 2.0)	3.0 (2.0 - 8.0)	2.4 (0.0 - 5.0)
Supervision provided externally	0.6 (0.0 - 3.0)	0.0 (0.0 - 0.0)	0.8 (0.0 - 2.0)	0.7 (0.0 - 3.0)

Q: How much professional development and supervision is available to staff? For every 1 FTE, how many hours are available each month on average in:

Base=37 minimum responses.

When looking at results for Supervisors and Team Leaders, employees reported the number of hours of professional development and clinical supervision they get as roughly the same as the overall mean. This was slightly more than that reported by organisations for professional development, and roughly the same as reported by employees for clinical supervision.

Table 41: Mean number of hours per month of professional development and supervision for Supervisors / Team Leaders (EMP)

Mean no. hrs per month of professional development & supervision for Supervisors / Team Leaders	Overall (min. n=40) (Range min – max)	Small (min. n=26)	Medium (min. n=31)	Large (min. n=22)
Professional Development provided by the organisation internally	2.9 (0.0 – 10.0)	2.8 (0.0 – 8.0)	2.9 (0.0 – 8.0)	3.1 (0.0 – 10.0)
Professional Development provided externally	3.0 (0.0 – 24.0)	3.3 (0.0 – 24.0)	2.7 (0.0 – 16.0)	3.1 (0.0 – 14.0)
Clinical Supervision provided by the organisation internally	2.3 (0.0 – 26.0)	3.1 (0.0 – 26.0)	1.9 (0.0 – 6.0)	2.1 (0.0 – 6.0)
Clinical Supervision provided externally	0.6 (0.0 – 6.0)	0.8 (0.0 – 6.0)	0.3 (0.0 – 2.0)	0.7 (0.0 – 4.0)

Q: How many hours of professional development do you get on average per month?

Q: How many hours of clinical supervision do you get on average per month?

Base=40 minimum responses.

3.4.3.3 Service Delivery Staff

The mean number of hours of professional development provided by the organisation was 2.9 for Service Delivery Staff and Counsellors. This was more than the hours available to Management and Supervisors / Team Leaders.

Table 42: Mean number of hours per month of professional development and supervision available to Service Delivery Staff / Counsellors (ORG)

Mean no. hrs per months of professional development & supervision is available to Service Delivery Staff / Counsellors	Overall (min. n=37) (Range min – max)	Small (min. n=6)	Medium (min. n=19)	Large (min. n=11)
Professional Development provided by the organisation	2.9 (0.0 – 10.0)	2.2 (0.5 – 4.0)	3.2 (0.3 – 10.0)	3.0 (0.0 – 7.5)
Professional Development provided externally	2.4 (0.0 – 6.0)	3.9 (1.0 – 6.0)	2.6 (0.0 – 6.0)	1.5 (0.0 – 4.0)
Supervision provided by the organisation	2.7 (0.5 – 5.0)	1.9 (1.0 – 4.0)	3.0 (0.5 – 4.0)	2.7 (0.5 – 5.0)
Supervision provided externally	0.7 (0.0 – 3.0)	1.0 (0.0 – 2.9)	0.9 (0.0 – 3.0)	0.2 (0.0 – 1.0)

Q: How much professional development and supervision is available to staff? For every 1 FTE, how many hours are available each month on average in:

Base=37 minimum responses.

When looking at results for Service Delivery staff and Counsellors, employees reported the number of hours of professional development and clinical supervision they get as slightly more than the overall mean (Table 44). This was more than that reported by organisations in Table 42.

Such slight disparities could arise due to differing definitions by organisations compared to employees as to what constitutes professional development, and clinical supervision.

Table 43: Mean number of hours per month of professional development and supervision for Service Delivery Staff / Counsellors (EMP)

Mean no. hrs per months of professional development & supervision for <u>Service Delivery Staff / Counsellors</u>	Overall (min. n=484) (Range min – max)	Small (min. n=146)	Medium (min. n=208)	Large (min. n=137)
Professional Development provided by the organisation internally	3.6 (0.0 – 60.0)	3.4 (0.0 – 60.0)	3.6 (0.0 – 48.0)	3.8 (0.0 – 15.0)
Professional Development provided externally	3.1 (0.0 – 60.0)	3.2 (0.0 – 60.0)	3.0 (0.0 – 42.0)	3.2 (0.0 – 40.0)
Clinical Supervision provided by the organisation internally	2.6 (0.0 – 26.0)	2.6 (0.0 – 20.0)	2.4 (0.0 – 26.0)	3.0 (0.0 – 26.0)
Clinical Supervision provided externally	0.8 (0.0 – 14.0)	0.9 (0.0 – 10.0)	0.7 (0.0 – 14.0)	0.7 (0.0 – 12.0)

Q: How many hours of professional development do you get on average per month?

Q: How many hours of clinical supervision do you get on average per month?

Base=485 minimum responses.

3.4.3.4 Overall

Overall, employees reported claiming a mean of 3.0 hours of professional development provided internally by the organisation; 2.8 hours external to the organisation; 2.2 hours of clinical supervision provided internally by the organisation; and 0.7 hours of clinical supervision externally.

Table 44: Mean number of hours per month of professional development and supervision overall (EMP)

Mean No. of hours per month of professional development and supervision	Overall (min. n=868) (Range min – max)	Small (min. n=257)	Medium (min. n=348)	Large (min. n=276)
Professional Development provided by the organisation internally	3.0 (0.0 – 60.0)	2.8 (0.0 – 60.0)	3.3 (0.0 – 48.0)	3.0 (0.0 – 15.0)
Professional Development provided externally	2.7 (0.0 – 80.0)	2.4 (0.0 – 60.0)	2.8 (0.0 – 42.0)	2.9 (0.0 – 80.0)
Clinical Supervision provided by the organisation internally	2.2 (0.0 – 36.0)	2.3 (0.0 – 30.0)	2.0 (0.0 – 26.0)	2.2 (0.0 – 36.0)
Clinical Supervision provided externally	0.6 (0.0 – 20.0)	0.7 (0.0 – 20.0)	0.6 (0.0 – 14.0)	0.5 (0.0 – 15.0)

Q: How many hours of professional development do you get on average per month?

Q: How many hours of clinical supervision do you get on average per month?

Base=869 minimum responses.

Overall, 49% percent of employees reported needing additional skills to fulfil client needs. These skills are presented in Table 45 and Table 46.

Table 45: Additional skills required to fulfil client needs (EMP)

Additional Skills Needed	Overall (N=930)	Small (n=270)	Medium (n=363)	Large (n=297)
No additional skills are required	51%	49%	54%	48%
Counselling / Psychology Related Training (skills, knowledge, experience, techniques), e.g. Family / Relationships / Grief / Mediation / Conflict Res / Anger Management	24%	25%	22%	27%
Ongoing and Updating Of Skills / Gaining More Experience / Professional Development	20%	22%	19%	19%
Child Related Training / Knowledge / Experience	6%	6%	5%	6%
Qualification (Certificate, Diploma, Degree, Professional Qualification)	5%	7%	4%	5%
Training around Legislation / Role of Government	2%	1%	3%	3%
FDRP Training / Accreditation	2%	2%	2%	1%
Male Related Training	1%	1%	1%	1%
Sexual Related Training	1%	1%	<1%	1%
Other	4%	4%	5%	6%

Q: Are there any additional skills/qualifications that you feel you need to fulfil client needs?
Base=All respondents (N=930)

Table 46: Comments from staff (EMP)

Additional comments and topics raised by staff

Counselling / Psychology Related Training (skills, knowledge, experience, techniques), e.g. Family / Relationships / Grief / Mediation / Conflict Res / Anger Management

- Grief counselling
- Bereavement
- Different methods of counselling and intervention
- More mental health skills
- Anger Management and Conflict Resolution
- Additional therapeutic interventions
- Conflict resolution skills, family therapy training
- Depression, drugs
- Addictions
- Trauma and dissociation
- Mediation skills for difficult clients i.e. Angry, sad, disengaged, disadvantaged
- Family violence, couple dynamics
- Suicide prevention, dealing with clients with aggressive behaviour

Ongoing and Updating Of Skills / Gaining More Experience / Professional Development

- We should have ongoing trainings and have updated information as changes do occur often
- An ongoing professional education is always useful

Children Related Training / Knowledge / Experience

- Children focused counselling techniques
- Attachment Theory
- Developmental Psychology
- Children interviewing techniques

Qualification (Certificate, Diploma, Degree, Professional Qualification)

- Graduate diploma dispute resolution
- Family counselling qualifications and Certificate IV
- Diploma of mediation
- Post-graduate qualifications

Training around Legislation / Role of Government

- Further knowledge around family law and couples therapy
- Family court training
- Maybe I should be equipped with some more legal knowledge even though my role is not a solicitor
- Better understanding of DoCS
- Continual and ongoing training in the areas of family law and amendments

FDRP Training / Accreditation

- Additional FDR training around complex and high conflict cases

Sexual Related Training / Knowledge / Skill Set / Experience (Abuse, Addiction)

- Training in addictions and sexual issues
- More training across the various issues that are presented: parenting, domestic violence, sexual assault, relationships

Male Related Training / Experience

- Men specific training
- How to engage men
- Training as a facilitator for the Men's Behavioural Change Group Program

Other

- Case management
- Current literature
- Cushion work
- Evaluation of client needs over the phone
- Knowledge of what is available outside the organisation / other community services available
- More management / leadership skills
- Marketing skills
- Management of own emotional responses to the work
- IT skills
- Research skills
- Working with interpreters
- Forensic assessment

Q: Are there any additional skills/qualifications that you feel you need to fulfil client needs?
Base=All respondents (N=930).

3.4.4 Study leave allowances

Three organisations reported having a number of staff members who are on study leave; two were medium-sized organisations, and one was large. Proportion of the overall organisations who were on study leave was calculated, and ranged from 1% to 29% of the entire organisation currently on study leave. See Table 47.

Table 47: Estimated proportion of staff on study leave (ORG)

Staff on study leave (n=49)	As % of total organisation	Organisation size (FRSP-funded FTE)
None (0 staff members) (n=46)	--	All sizes
3 staff members (n=1)	2.3%	Medium organisation (20-99 employees)
4 staff members (n=1)	0.9%	Large organisation (100 or more employees)
18 staff members (n=1)	28.6%	Medium organisation (20-99 employees)

Q: How many individual staff members (not FTE) do you currently have on study leave?

Base=49 organisations.

Note: Numbers of organisations are reported instead of proportions, as cell sizes are small.

Table 48 shows that the majority of organisations had between one and ten staff members studying while also working (69%); these were mainly medium-sized organisations. Table 49 shows calculations of the proportions of staff in organisations studying while also working. Fifty-six percent of organisations reported having between one and ten percent studying while working.

Table 48: Number of staff members studying while working (ORG)

Number of staff members studying while working	Overall (N=51)	Small (n=9)	Medium (n=22)	Large (n=16)
None (0 staff members)	10%	1	1	2
1-10 staff members	69%	8	17	8
11-20 staff members	18%	0	4	5
50-60 staff members	4%	N/A	0	1

Q: How many individual staff members (not FTE) do you currently have studying while also working?

Base=51 organisations.

Note: Numbers of organisations are reported instead of proportions, as cell sizes are small.

Table 49: Proportion of staff studying while working (ORG)

% of total organisation studying while working	Overall (n=50)	Small (n=9)	Medium (n=22)	Large (n=16)
0% of organisation	10%	1	1	4
1-10% of organisation	56%	3	13	10
11-20% of organisation	22%	3	6	1
21-40% of organisation	8%	1	2	0
Over 40% of organisation	4%	1	0	1

Q: How many individual staff members (not FTE) do you currently have studying while also working?

Base=50 organisations.

Note: Numbers of organisations are reported instead of proportions, as cell sizes are small.

3.5 Recruitment and Retention Issues

As identified in the research study conducted by CBSR on behalf of FaHCSIA in 2008, a key issue across the FRS sector was the difficulty in recruiting and retaining suitably qualified staff. Qualitative data has shown that this may be due to comparatively low wage rates; heavy case loads; the stressful nature of the work; and a lack of resources to tackle problems, pursue effective professional development/supervision and mentoring (FaHCSIA, 2008).

In order to unpack the reasons and contributors behind these issues, the Employee Survey sought to understand motivations and expectations of employment in the FRS sector, satisfaction with elements of employment, reasons for remaining in the sector and leaving the sector, and incentives to remain in the sector. This was compared against organisational perceptions of the nature and magnitude of retention and recruitment issues. Given that the average organisation in the survey was only 68% of its current size 5 years ago, it is clear that recruiting new staff into the industry will have been a substantial undertaking. If retention is a problem for all or some parts of the industry, then this will exacerbate the problem.

3.5.1 Is recruitment of suitably skilled staff a serious issue?

Previous research suggests that due to the increasing complexity of client issues and the difficulties surrounding the recruitment and retention of quality staff in the FRS sector, staff are becoming more generalist and multi-skilled (FaHCSIA, 2008).

Organisations were asked how serious the problem of recruitment was on a scale of 0-10 (where 0=not a problem at all, and 10=an extremely serious problem).

In total, 42 organisations (84%) reported recruitment of skilled staff as either a serious problem (4-6) or a somewhat serious problem (4-6) (mean rating=6.3). Recruitment appeared to be a slightly less problem for large organisations compared to medium or small organisations (see Table 50).

Table 50: Seriousness of recruitment problem of suitable staff (ORG)

Recruiting suitably skilled staff	Overall (n=50)	Small (n=9)	Medium (n=15)	Large (n=11)
Mean rating	6.3	6.8	6.3	6.0
Not a serious problem (0-3)	16%	11% (n=1)	9% (n=2)	27% (n=4)
A somewhat serious problem (4-6)	28%	22% (n=2)	36% (n=8)	20% (n=3)
A serious problem (7-10)	56%	67% (n=6)	55% (n=12)	53% (n=8)

Q: How big a problem to your organisation is recruitment of staff?

Base=50 organisations.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values.

Numbers of organisations reported for splits of small/medium/large organisations as well as proportions, as cell sizes are small

Organisations were asked how many positions were currently unfilled after advertising vacancies. Table 51 shows that just over half of organisations reported having positions unfilled after advertising. The mean number of FTE positions unfilled post-advertising was 1.6 (ranging from 0 to 15).

Table 51: Unfilled positions after advertising (ORG)

Positions currently unfilled after being advertised	Overall	Small	Medium	Large
	Range (min - max) (n=49)	(n=8)	(n=22)	(n=15)
% organisations with one or more unfilled positions	51%	4	11	10
Mean FTE positions	1.6 (0.0 - 15.0)	0.6 (0.0 - 4.0)	1.2 (0.0 - 4.0)	2.9 (0.0 - 15.0)

Q: How many FTE positions are currently unfilled vacancies after being advertised?

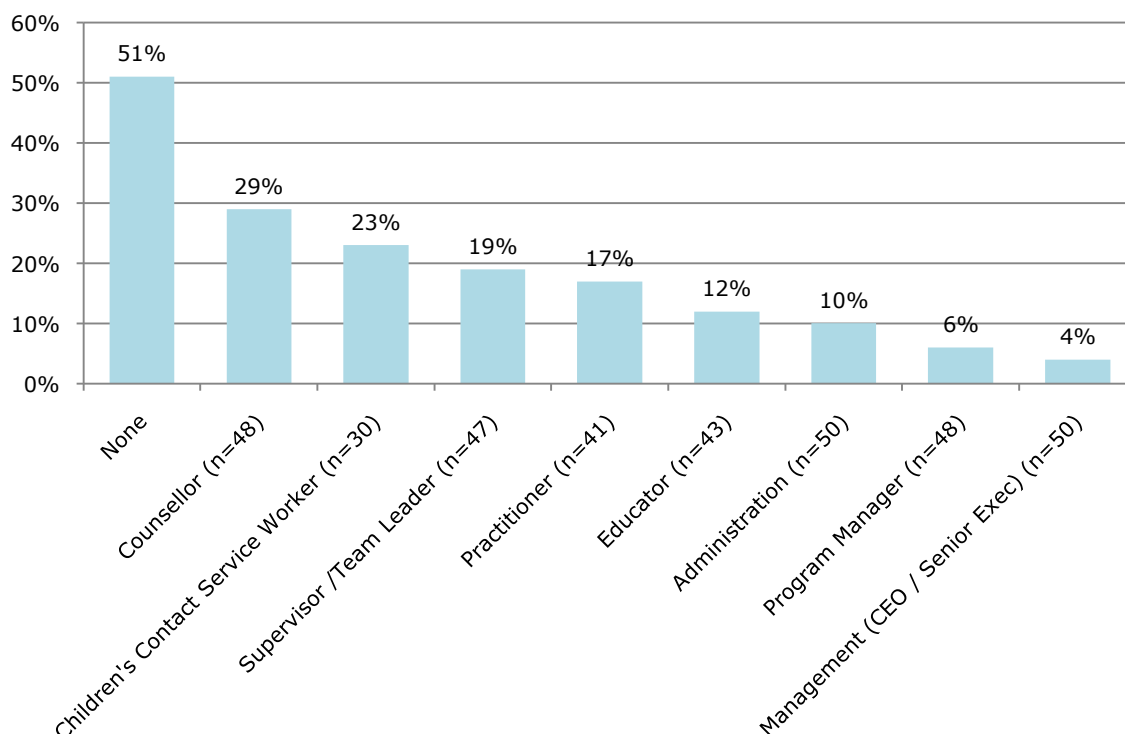
Notes: Four organisations are not included in splits by small/medium/large organisation size due to missing values.

Numbers of organisations are reported for splits of small/medium/large organisations as well as proportions, as cell sizes are small

Base=49 organisations. Base excludes where position N/A.

Organisations were asked if any vacancies for roles and positions (where applicable) had to be filled with staff with less experience or qualifications than intended over the past 12 months. Just over half of the organisations reported not having done that. Almost 30% of organisations reported filling Counsellor positions with staff with less experience and qualifications than intended.

Figure 6: Filling vacancies with underqualified / less experienced staff (ORG)



Q. During the last 12 months, have you had to fill vacancies with staff that have less experience or qualifications than you had intended?

Base=51 organisations. Base excludes where position N/A.

Table 52 shows that organisations with unfilled positions after advertising reported a slightly seriousness of recruitment problem (6.4), compared to organisations without unfilled positions after advertising (6.1).

Organisations that filled positions with underqualified staff in the last 12 months had lower mean ratings of seriousness of recruitment compared to those who had not filled positions with underqualified staff. This finding may be due to the latter group of organisations choosing not to fill positions rather than fill positions with underqualified staff. At closer examination, this group consists of 31% of organisations.

Table 52: Level of seriousness of recruitment problem by unfilled / underqualified filled positions (ORG)

Mean seriousness of recruitment problem	Unfilled positions	No unfilled position	Underqualified staff	No underqualified staff
Mean FTE positions	6.4	6.1	5.6	7.1

Q: How many FTE positions are currently unfilled vacancies after being advertised?

Q: During the last 12 months, have you had to fill vacancies with staff that have less experience or qualifications than you had intended?

Base=49 organisations. Base excludes where position N/A.

Table 53 shows that a fifth of organisations experienced problems within the past 12 months: having unfilled vacancies after advertising, AND filling positions with staff that have less experience or qualifications than intended. Almost two thirds (62%) of organisations had either a problem with unfilled vacancies after advertising (31%) or a problem filling positions with less qualified staff (31%). Only 18% of organisations indicated no problem with unfilled vacancies or less qualified staff.

Table 53: Positions unfilled after advertising, and filling positions with underqualified staff (ORG)

Issues within organisations %	Overall (n=49)
Unfilled vacancies AND filling positions with less qualified staff	20%
Unfilled vacancies BUT NO filling of positions with less qualified staff	31%
No unfilled vacancies, BUT filling positions with less qualified staff	31%
No unfilled vacancies AND NO filling of positions with less qualified staff	18%

Q: How many FTE positions are currently unfilled vacancies after being advertised?

Q: During the last 12 months, have you had to fill vacancies with staff that have less experience or qualifications than you had intended?

Base=49 organisations. Base excludes where position N/A.

3.5.1.1 Barriers to recruitment of staff

Organisations were asked to estimate the barriers associated with recruiting staff. The majority of organisations (84%) listed remuneration/salary as the key barrier to recruitment of staff. This was then followed by career path opportunities (37%), type of work (31%), and insufficient working hours (29%). It is interesting to note that insufficient work hours was seen by organisations as a bigger barrier to recruitment than too many work hours.

Table 54: Barriers to recruitment of staff (ORG)

Barriers to recruitment	Overall (N=51)	Small (n=9)	Medium (n=22)	Large (n=16)
Salary / remuneration	84%	7	19	13
Career path opportunities	37%	5	7	6
Type of work	31%	2	5	7
Working hours – not enough	29%	6	4	5
Work stress	8%	0	2	2
Work load	6%	0	1	2
Working hours – too many	4%	1	0	1

Q: What do you see as the barriers to retention and recruitment of staff for your organisation? Tick all that apply
Base=51 organisations.

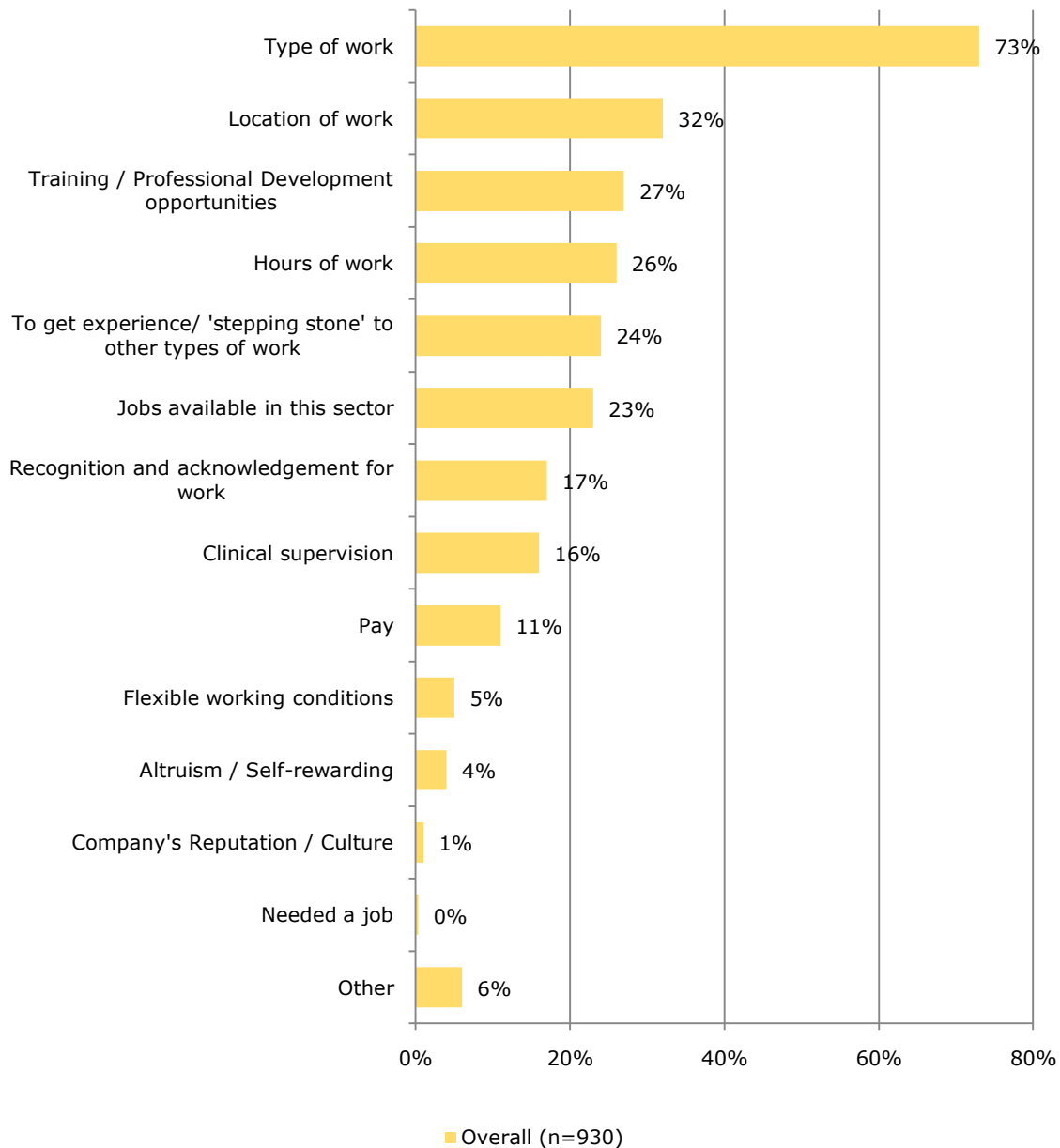
Note: Numbers of organisations reported for splits of small/medium/large organisations instead of proportions, as cell sizes are small
Four organisations are not included in splits by small/medium/large organisation size due to missing values.

3.5.1.2 Staff employment motivations & reasons for attraction to sector

While pay was seen as a major barrier to recruitment, it was low on the list of factors that initially attract employees to the sector. The type of work was clearly the main initial attraction.

The key reasons employees were originally attracted to working in the FRS sector included: Type of work (73%), location of work (32%), training and professional development opportunities (27%), and hours of work (26%). See Figure 7.

Figure 7: Original attractions to work in the FRS sector (EMP)



Q: What originally attracted you to work in the FRS sector? (EMP)
 Base=All respondents (N=930).

Table 55: Original attractions to work in the FRS sector, by organisation size (EMP)

	Small (n=270)	Medium (n=363)	Large (n=297)
Type of work	71%	72%	75%
Location of work	32%	29%	34%
Training / Professional development opportunities	29%	21%	32%
Hours of work	28%	28%	22%
To get experience / 'stepping stone' to other types of work	28%	22%	22%
Job(s) available in this sector	27%	20%	25%
Recognition and acknowledgement for work	17%	17%	17%
Clinical supervision	16%	15%	17%
Pay	9%	11%	13%
Flexible working conditions	6%	5%	5%
Altruism / Self-rewarding	2%	4%	5%
Company's Reputation / Culture	<1%	2%	1%
Needed a job	1%	-	1%
Other	6%	5%	6%

Q: What originally attracted you to work in the FRS sector? (EMP)
Base=All respondents (N=930)

'Other' responses include (but not limited to) comments such as "it is a position demanding 10% of responsibility", "job satisfaction", "Greek community" and "came into the sector by chance."

The problem of staff recruitment was investigated against several measures provided by organisations. These included pay levels, qualifications sought in staff, availability of professional development and clinical supervision.

Pay levels for breakdowns by each position were compared across reported levels of seriousness of recruitment problem. In organisations where recruitment was reported as a serious problem, pay levels were found to be lowest for Management, Program Managers, Supervisors, Counsellors, and Educators (see Table 56). Although there were not marked differences in pay scales, they were consistently higher overall across positions for organisations reporting recruitment was not a serious problem.

Table 56: Differences in seriousness of recruitment problem by roles of staff (ORG)

Position / Role	Mean FTE pay p/a Gross		
	Not a serious problem	A somewhat serious problem	A serious problem
Management (CEO / Senior Executive) (n=31)	\$96,500	\$110,206	\$88,949
Program Manager (n=35)	\$69,500	\$71,604	\$62,944
Supervisor / Team Leader (n=37)	\$60,076	\$58,493	\$55,826
Practitioner (n=30)	\$58,550	\$50,841	\$52,905
Counsellor (n=38)	\$52,544	\$52,630	\$49,187
Educator (n=27)	\$52,544	\$48,732	\$45,657
Children’s Contact Service worker (n=15)	\$41,900	\$43,608	\$45,000
Administration (n=42)	\$43,500	\$40,032	\$42,228

Q: What number of your FRSP-funded workforce are employed in the following roles, and what is the average FTE pay rates for these?

Q: How big a problem to your organisation is recruitment of staff?

Bold figure=lowest pay by problem category.

Base=Positions who reported pay levels.

Qualifications sought by organisations was also investigated as a possible reason behind the seriousness of the problem recruiting staff. There were no marked differences between organisations reporting different levels of seriousness of recruitment in terms of qualifications sought (all types of qualifications, and tertiary qualifications only). See Table 57.

Table 57: Differences in seriousness of recruitment problem by qualifications sought (ORG)

Degree of problem recruiting staff by Mean % of qualifications sought Range (min-max)	Not a serious problem (0-3) (n=8)	A somewhat serious problem (4-6) (n=14)	A serious problem (7-10) (n=28)
Of ALL types of qualifications	30% (15 – 49%)	22% (8 – 43%)	24% (5 – 77%)
Of TERTIARY qualifications and work experience	36% (17 – 57%)	30% (4 – 61%)	29% (7 – 86%)

Q: What qualifications does your organisation require staff to hold? Tick all that apply

Q: How big a problem to your organisation is recruitment of staff?

Base=50 organisations. Base indicates where organisation employs position (excludes where N/A)

Table 58 shows that organisations who indicated recruitment was a serious problem had consistently lower mean hours of monthly professional development and supervision available to staff at each position.

Table 58: Differences in seriousness of recruitment problem by availability of professional development and supervision (ORG)

Degree of problem recruiting staff by Mean hrs available for professional development & supervision Range (min-max)	Not a serious problem (0-3) (min. n=7)	A somewhat serious problem (4-6) (min. n=11)	A serious problem (7-10) (min. n=24)
Management			
Professional development – internal and external	3.1	2.4	1.9
Supervision – internal and external	3.2	1.5	1.4
Supervisors			
Professional development – internal and external	2.4	3.1	2.1
Supervision – internal and external	2.3	1.6	1.6
Service delivery staff / counsellors			
Professional development – internal and external	3.3	2.8	2.4
Supervision – internal and external	2.5	1.9	1.7

Q: How much professional development and supervision is available to staff? For every 1 FTE, how many hours are available each month on average in:

Q: How big a problem to your organisation is recruitment of staff?

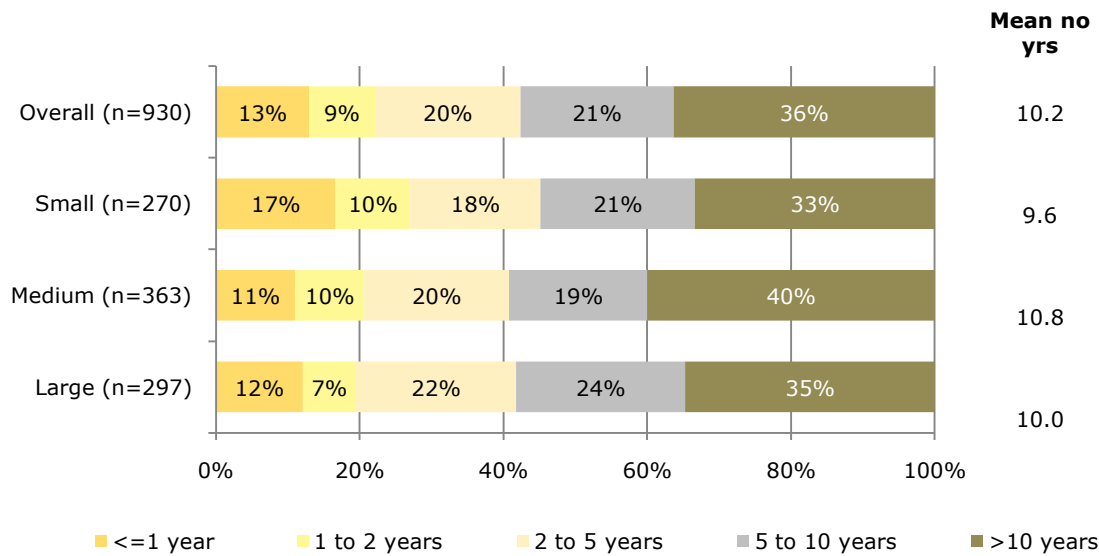
Base=42 minimum responses.

3.5.2 Is retention of suitably skilled staff a serious issue?

Figure 8 shows that employees overall had spent on average 10.2 years working in the community services sector, and Figure 9 shows that employees had spent an average of 3.6 years with their current employer. This clearly indicates that staff do move around between employers within the industry which is suggestive of retention issues. Overall, a third of staff have been at their current employer less than one year, and over half (58%) for less than two years.

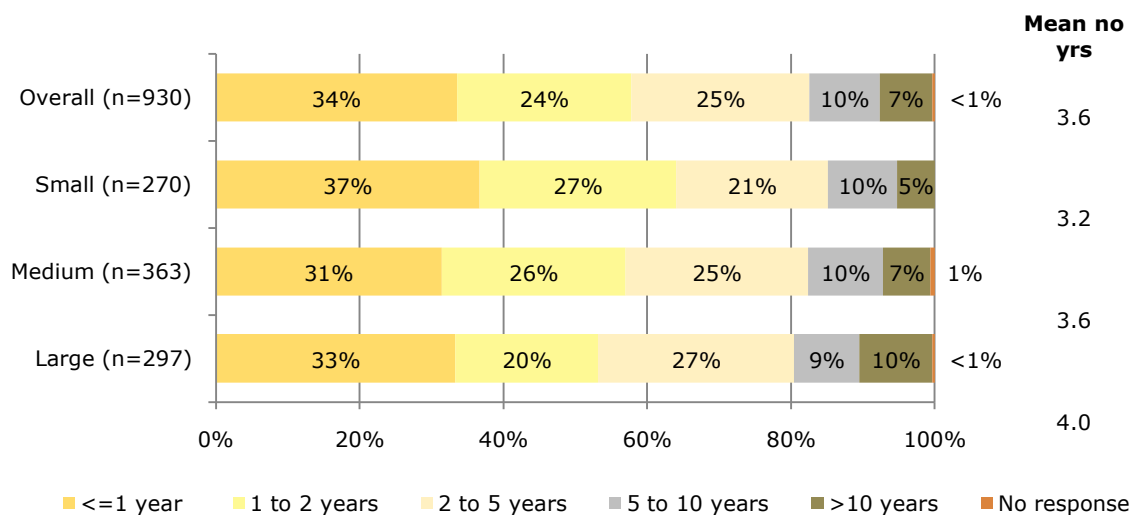
This coupled with the statistics on turnover within organisations (Table 23 which shows mean turnover for positions ranging from 19%-59%) suggests that even in an expanding industry, there may be a high level of employee movement.

Figure 8: Length of time in community services sector (EMP)



Q13. How long have you been with your current employer?
 Q14. How long have you worked in the community services sector?
 Base=All respondents (N=930)

Figure 9: Length of employment with current employer (EMP)



Q: How long have you been with your current employer? (EMP)
 Note: The computation of average length of employment excludes non-response.
 Base=All respondents (N=930)

Organisations were asked how serious the problem of retention was on a scale of 0-10 (where 0=not a problem at all, and 10=an extremely serious problem).

In total, 31 organisations (59%) reported retention of skilled staff as either a serious problem or a somewhat serious problem (mean rating=4.0). Given the high level of turnover suggested by the data, it is interesting that retention is seen as less of a problem than that reported for recruitment (84%).

Table 59: Seriousness of problem with staff retention (ORG)

Retention of skilled staff	Overall (n=49)	Small (n=9)	Medium (n=21)	Large (n=15)
Mean	4.0	4.2	3.4	4.7
Not a serious problem (0-3)	41%	44% (n=4)	48% (n=10)	27% (n=4)
A somewhat serious problem (4-6)	45%	33% (n=3)	48% (n=10)	53% (n=8)
A serious problem (7-10)	14%	22% (n=2)	5% (n=1)	20% (n=3)

Q: How big a problem to your organisation is retention of staff?

Base=49 organisations.

Note: Four organisations are not included in splits by small/medium/large organisation size due to missing values.

Numbers of organisations are reported for splits of small/medium/large organisations as well as proportions, as cell sizes are small.

The barriers to staff retention were in a similar order of importance to organisations, as those given for recruitment, suggesting that they see these two issues in a very similar light. Remuneration and salary was reported by 78% of organisations as a barrier to retaining staff. This was followed by career path opportunities (63%), work stress (41%), work load (37%), and type of work (26%). See Appendix D for a list of further barriers to recruitment and retention.

Table 60: Barriers to staff retention identified at the organisational level (ORG)

Barriers to retention	Overall (N=51)	Small (n=9)	Medium (n=22)	Large (n=16)
Salary / remuneration	78%	6	18	14
Career path opportunities	63%	7	11	10
Work stress	41%	2	7	11
Work load	37%	2	9	7
Type of work	26%	3	3	6
Working hours – not enough	14%	4	2	1
Working hours – too many	12%	1	1	3

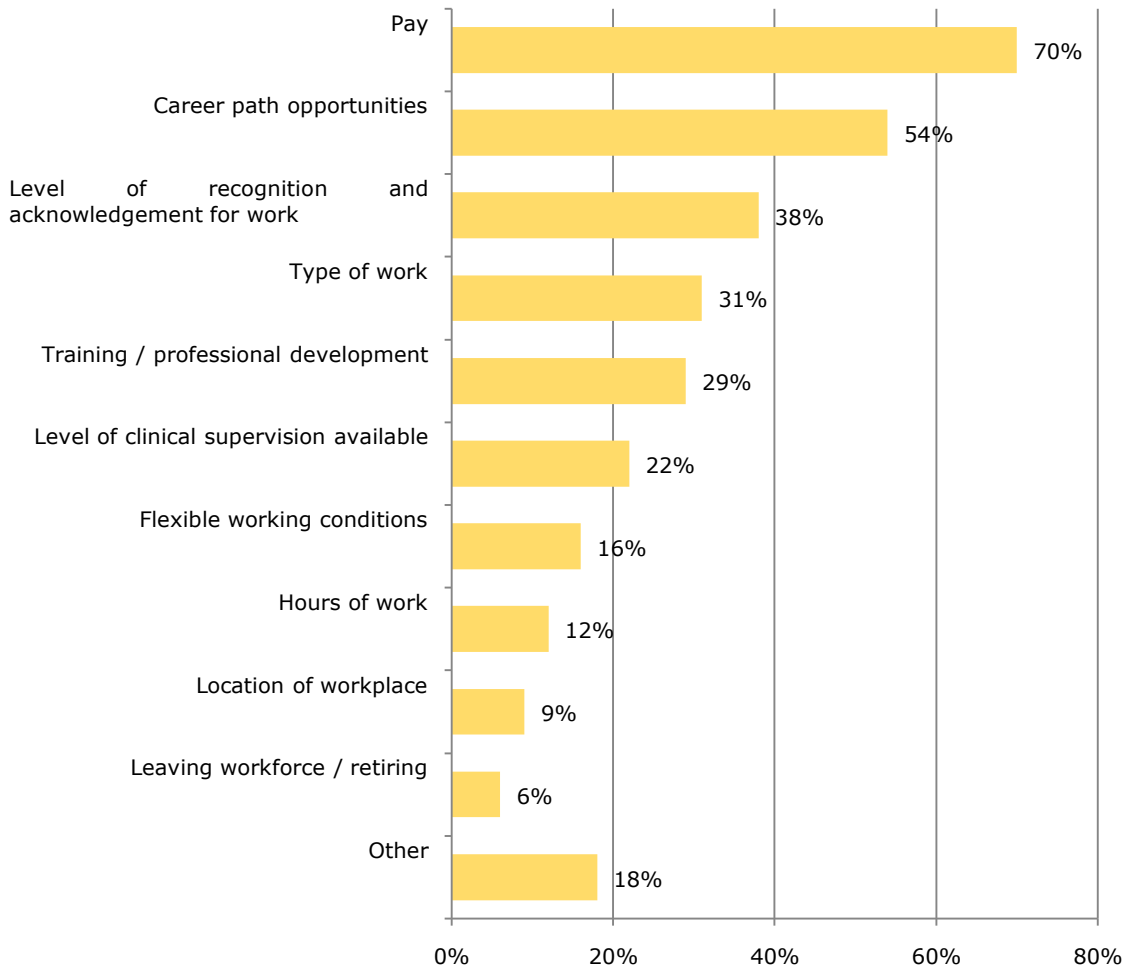
Q: What do you see as the barriers to retention and recruitment of staff for your organisation? Tick all that apply
Base=51 organisations.

Note: Numbers of organisations reported for splits of small/medium/large organisations instead of proportions, as cell sizes are small.

Four organisations are not included in splits by small/medium/large organisation size due to missing values.

Figure 10 shows that the key reasons for respondents leaving the FRS sector, and/or with their current employer over the next two years included *Pay* (70%), followed by *Lack of / desire for different career path* (54%), and the *Lack of recognition and acknowledgement for work* (38%).

Figure 10: Reasons for leaving the FRS sector/ current employer (EMP)



Q: What are your reasons for leaving [the FRS sector] / [your current employer]?
 Base=64, those who do not intend to remain with their current employer / in the FRS sector.
 Note: Multiple responses allowed.

'Other' responses include (but not limited to): "I want to spend quality time with my daughter", "relocation reason", "family reasons", "lack of appropriate supervision", "I am looking for a new challenge", "there is no career path", and "the unmanageable amount of paper work and data entry at the same time as in previous years which is detracting me from working with clients."

3.5.2.1 Why is retention a serious issue?

The problem of staff retention was also investigated against degree of pay levels, qualifications sought in staff, availability of professional development and clinical supervision.

Pay levels for breakdowns by each position were compared across reported levels of seriousness of recruitment problem. Substantially higher pay rates per annum were observed for organisations that reported retention was “not a serious problem”, although not quite to the same extent to which this was seen as a problem for recruitment. Thus, low pay levels seem to reflect (or at least correlate with) organisational problems with staff retention (see Table 61).

Table 61: Differences in seriousness of retention problem by position (ORG)

Position / Role	Mean FTE pay p/a Gross		
	Not a serious problem	A somewhat serious problem	A serious problem
Management (CEO / Senior Executive) (n=31)	\$109,583	\$87,781	\$92,110
Program Manager (n=35)	\$74,534	\$60,291	\$67,627
Supervisor / Team Leader (n=37)	\$59,918	\$55,096	\$59,605
Practitioner (n=30)	\$54,333	\$53,039	\$53,376
Counsellor (n=38)	\$52,190	\$49,552	\$53,216
Educator (n=27)	\$51,458	\$46,228	--
Children’s Contact Service worker (n=15)	\$47,157	\$43,097	\$39,825
Administration (n=42)	\$42,346	\$41,516	\$43,034

Q: What number of your FRSP-funded workforce are employed in the following roles, and what is the average FTE pay rates for these?

Q: How big a problem to your organisation is retention of staff?

Bold figures=the lowest pay level by degree of problem.

Base=Positions who reported pay levels.

Qualifications sought by organisations was investigated as a possible reason behind the seriousness of the problem retaining staff. There were no marked differences between organisations reporting different levels of seriousness of retaining staff in terms of qualifications sought (all types of qualifications, and tertiary qualifications only). See Table 62.

Table 62: Differences in seriousness of retention problem by qualifications (ORG)

Degree of problem retaining staff by Mean % of qualifications sought Range (min – max)	Not a serious problem (0-3) (n=20)	A somewhat serious problem (4-6) (n=22)	A serious problem (7-10) (n=7)
Of ALL types of qualifications	21% (10 – 49%)	26% (5 – 77%)	30% (15 – 52%)
Of TERTIARY qualifications and work experience	27% (7 – 57%)	33% (4 – 86%)	32% (7 – 52%)

Q: What qualifications does your organisation require staff to hold? Tick all that apply

Notes: Base indicates where organisation employs position (excludes where N/A)

Q: How big a problem to your organisation is retention of staff?

Base=49 organisations.

Table 63 shows that organisations who indicated retention of staff was a serious problem or a somewhat serious problem had consistently lower mean hours of monthly professional development and supervision available to staff at each position level below.

Table 63: Differences in seriousness of retention problem by availability of professional development and supervision (ORG)

Degree of problem retaining staff by Mean hrs available for professional development & supervision Range (min – max)	Not a serious problem (0-3) (min. n=17)	A somewhat serious problem (4-6) (min. n=18)	A serious problem (7-10) (min. n=6)
Management			
Professional development – internal and external	2.4	2.2	1.8
Supervision – internal and external	2.0	1.3	1.8
Supervisors			
Professional development – internal and external	2.5	2.5	1.9
Supervision – internal and external	1.8	1.6	1.9
Service delivery staff / counsellors			
Professional development – internal and external	3.0	2.4	2.2
Supervision – internal and external	2.0	1.6	2.2

Q: How much professional development and supervision is available to staff? For every 1 FTE, how many hours are available each month on average in:

Q: How big a problem to your organisation is retention of staff?

Base=41 minimum responses.

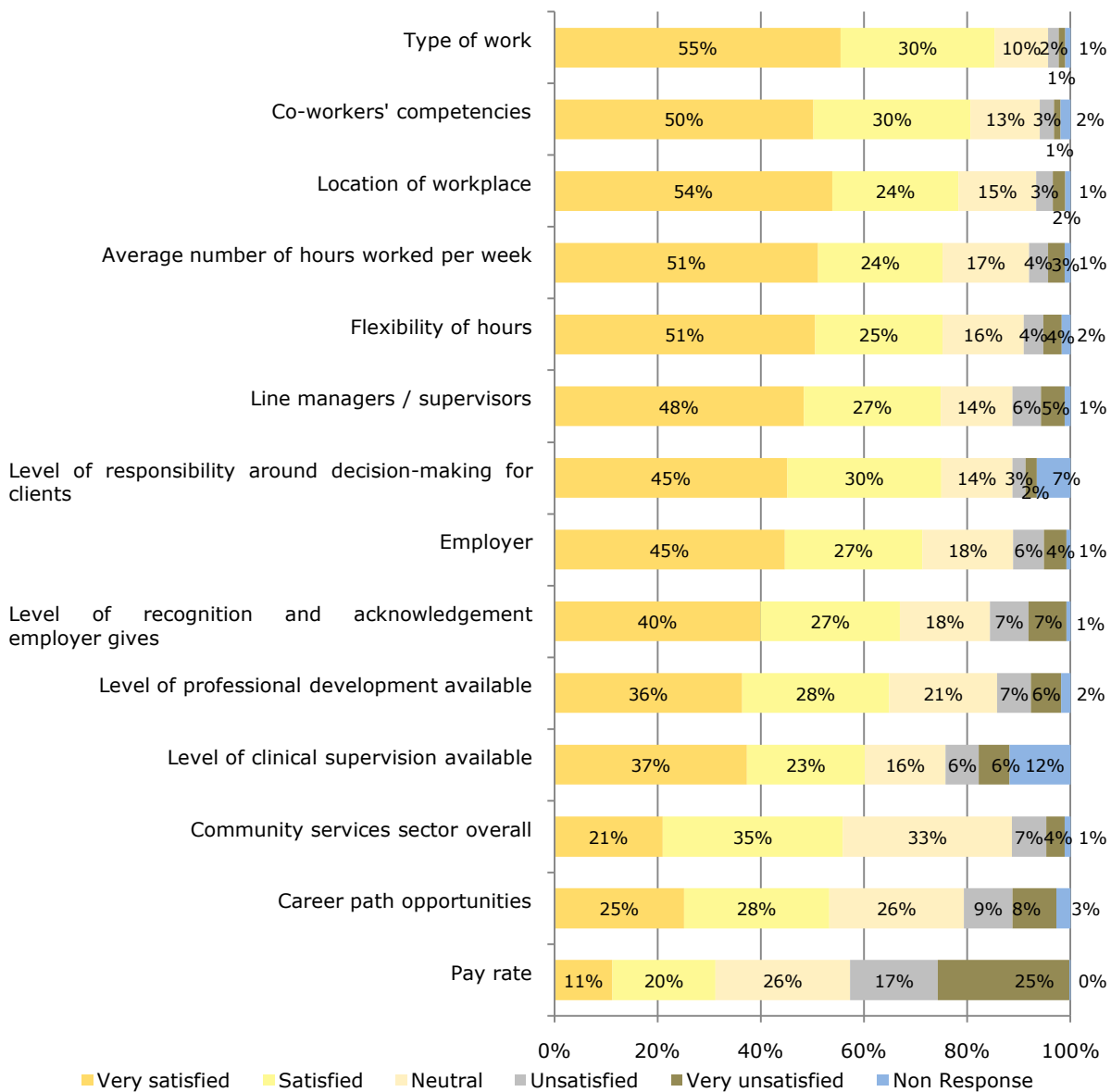
These results seem to support the views of organisations that the problems of recruitment and retention are quite similar. Organisations that perceive recruitment and retention as serious issues are in fact paying less and providing staff with less professional development and clinical supervision opportunities.

3.5.3 Current employment satisfaction

The Employee Survey sought to uncover satisfaction levels with current employment, with employers, and with employment in the FRS sector. Figure 11 displays the levels of satisfaction with aspects of their current employment. The aspect that received the highest level of satisfaction was Type of Work (85% satisfied). This was followed by Co-workers' competencies (80% satisfied), location of workplace (78% satisfied), and average number of hours worked per week (75% satisfied). The elements employees had the least satisfaction with, included: Pay rates (31% satisfied); Career path opportunities (33% satisfied); and the community services sector overall (56% satisfied).

Type of work was at the top of both the list of reasons for working in the FRS sector originally, and current satisfaction. Location of work also scored highly on both lists. Training and professional development was also high on the list of reasons for working in FRSP, but professional development, clinical supervision and career path opportunities scored relatively low in terms of satisfaction.

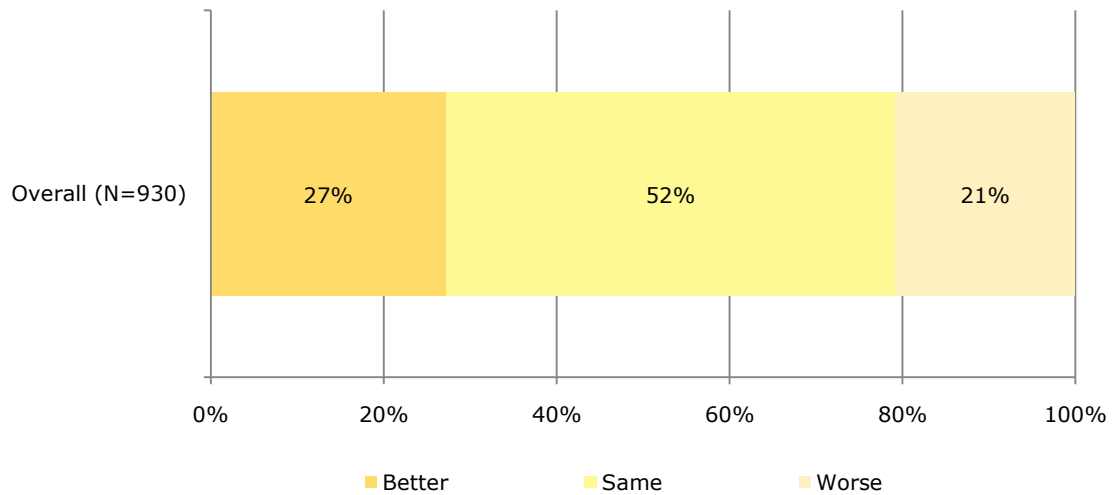
Figure 11: Satisfaction with aspects of current employment (EMP)



Q: On a scale of 0-10, how satisfied are you with the following? (EMP)
 Base=All respondents (N=930).

The majority of employees indicated that the reality of working in the FRS sector was the same as what they had expected (52%), or better (27%). See Figure 12. This proportion did not vary across organisational size, nor with time spent in the industry.

Figure 12: Reality of working in the FRS sector (EMP)



Q: Is the reality of working in the FRS sector better, the same, or worse than you expected? (EMP)
Base=All respondents (N=930).

Respondents were asked to provide reasons for their responses to the above question. These are broken down by people who gave responses "better", and "worse" than expected presented below in

Table 64 and Table 65.

Overall, of the 27% who reported working in the FRS sector was better than they had expected, many reported reasons including a better working environment (34%), e.g. good levels of support, healthy levels of stress; rewarding work (33%), e.g. strong client needs focus, contributing to people's lives; and working conditions (17%), e.g. good working hours, and satisfactory levels of pay (see Table 64).

Table 64: Reasons informing the “better than expected” evaluations of working in the FRS sector (EMP)

Better than expected % (n=253)	
Better working environment	
Able to work in an environment with like minded, committed professionals	
Good management support	
Support and rapport with colleagues	
Feel valued / appreciated as an employee	34%
Commitment to staff well-being	(n=85)
Level of expertise amongst colleagues	
Colleagues very friendly and compassionate	
No burn out, less stress	
Rewarding work	
A strong focus on the needs of clients	
Reassurance that clients are getting the appropriate services	
Contributing and making a difference to people’s lives	33%
Learning from clients	(n=83)
Sense of value in clients’ lives	
Good values in role	
Working conditions	
Flexibility in hours	
Better salary	17%
Good structure to work	(n=43)
Home/work balance is terrific	
Great training /supervision / professional development opportunities / personal growth / experience	
Developing and presenting workshops	16%
	(n=40)
Interesting and challenging role	
Extremely stimulating role	
Expanded my knowledge and skills working with families more than I could ever have imagined.	
Diversity in role	15%
Variety of people to meet	(n=37)
Opportunity to work with wide range of clients and families	
Managing innovative programs	
Good organisation /sector to work in	
Better policies	
More resources and agencies/links	
Cross-fertilisation of ideas – better networks	
Not a government organisation – less restriction about quantity vs quality	10%
Reasonably well funded	(n=26)
Was included in the setting up program, new offices and how centre is run	
Interagency collaboration	
The sector is well organized	
Career path opportunities	
Opportunity to specialise	3%
	(n=7)
Evidence-based	
Research based practice	1%
Excellent resources	(n=3)

Q: Is the reality of working in the FRS sector better, the same, or worse than you expected? How come? (EMP)
 Base=253 respondents who reported reality was “better” than expected.
 Note: Multiple responses allowed.

Overall, of the 21% who reported working in the FRS sector was worse than they had expected, many reported reasons including unsatisfactory working conditions (59%), e.g. poor pay levels, hours too long; high work load and paperwork (17%), e.g. too much administration, overwhelming numbers of clients; and challenging type of work (15%), e.g. challenging clients, personal stress (see Table 65).

Table 65: Reasons informing the “worse than expected” evaluations of working in the FRS sector (EMP)

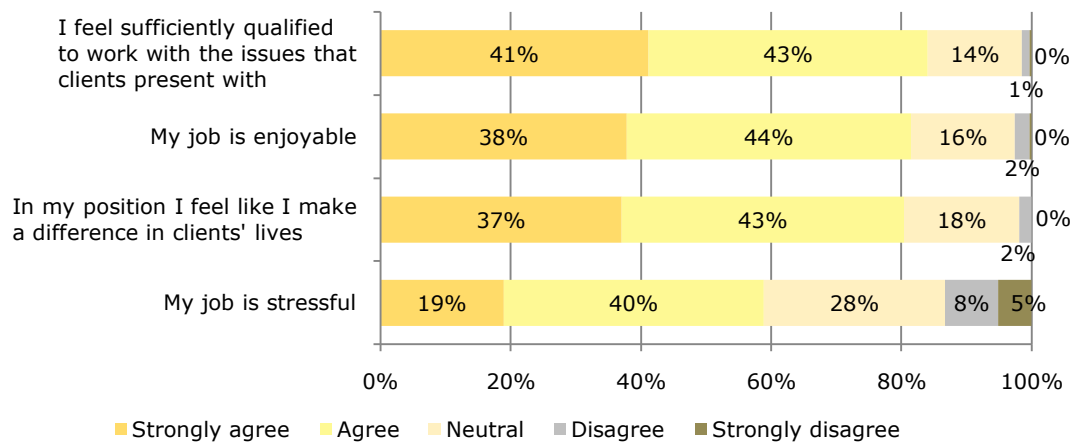
Worse than expected % (n=194)	
Working conditions	
Poor pay conditions compared with qualifications	59%
Hours not as flexible	(n=114)
Long hours	
Low autonomy	
High work load and administration	
Too much administration and paperwork	
Long sessions =exhausting	17%
Overwhelming number of clients	(n=33)
Data reporting requirements too onerous and time consuming	
Unrealistic time constraints to complete work within	
Challenging type of work	
Challenging behaviours and attitudes of the clients	
Emotional stress	15%
High conflict clients with high stress	(n=29)
Confronting work	
Difficult cases	
Lack of funding / program restrictions / problems with system and/or organisation	
System is confusing	
Funders lack understanding of the complex nature of some of the work	
Ongoing change in sector unsettling	
Too bureaucratic	13%
Internal politics	(n=25)
The industry is fractured and organisations do not work together	
Changes in policy decisions without consultation	
Primary interests appear to be devoted to managerial and organisational issues as opposed to being focused on what is the best interests of the clients	
Working environment	
Expected more equal peer interaction and knowledge exchange, sharing and debriefing opportunities	
Not enough focus on support, reward, encouragement and appreciation of work	11%
Lack of support	(n=22)
Poor management	
Different “treatment” to counterparts in public service	
Lack of organisational structure	
Expected more equality	
Lack of recognition by organisation	
Professional skills / qualifications not acknowledged	9%
	(n=17)
Work purpose frustrations	
No outcome directed analysis of our work	
Too much emphasis placed on meeting funding targets rather than individual client benefit	
Difficult to find opportunity to research and develop practices and contribute to higher level of understanding of particular field	6%
Organisational framework is restrictive in responding to culturally diverse clients – restrictive in how we respond to the various client groups	(n=11)
Too prescriptive, not able to give a holistic approach to supporting families	
A distinct lack of opportunity of working more intently with individual clients	

- Lack of professional development / training opportunities** **4%**
(n=7)
- Lack of career path opportunities** **3%**
(n=5)

Q: Is the reality of working in the FRS sector better, the same, or worse than you expected? How come? (EMP)
 Base=194 respondents who reported reality was "worse" than expected.
 Note: Multiple responses allowed.

Respondents were asked if they agreed with the statements below in Figure 13. Over 80% of respondents agreed with the statements: "I feel sufficiently qualified to work with the issues clients present with"; "My job is enjoyable"; and "In my position I feel like I make a difference in clients' lives"; and 59% agreed "My job is stressful". This tends to support organisations' views that pay and work hours can be problematic.

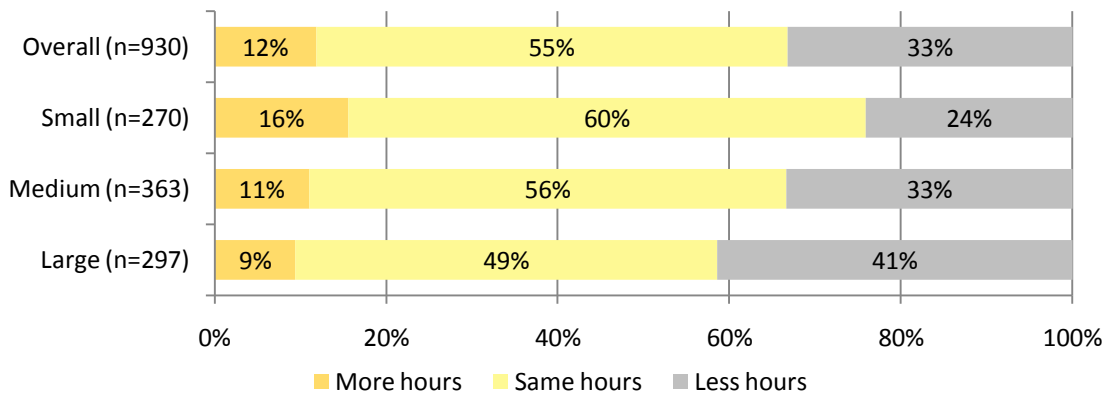
Figure 13: Agreement with aspects of employment (EMP)



Q: On a scale of 0-10, please indicate if you agree or disagree with the following statements:
 Base=All respondents (N=930).

Respondents were asked the number of hours per week they would prefer to work; more, the same, or less. Figure 14 shows that the majority of respondents would prefer to work the same hours as currently (55%), but that 33% would like to work less hours, and 12% would like to work more.

Figure 14: Desired hours to work (EMP)



Q: In your ideal job, would you prefer to work more, less or the same number of hours? (EMP)
 Base=All respondents (N=930).

When responses were examined by employment status: for full-time staff, the majority preferred to work less hours than currently (53%; significantly higher than the preference to work same or more hours). For part-time staff, the majority preferred to work the same hours as currently (63%; significantly higher than the preference to work more or less hours). For casual staff, the majority preferred to work more hours than currently (51%). See Table 66.

Table 66: FRSP staff employment status and hours worked (EMP)

Hours worked per week on average	Mean hours worked per week	Desired hours to work per week		
	Range (min-max)	%		
	Overall mean (N=930)	More hours	Same hours	Less hours
Full-time (n=418)	39.9 (23.0 – 76.0)	1%	46%	53%▲
Part-time (n=469)	24.1 (4.0 – 68.0)	18%	63%▲	19%
Casual (n=43)	14.7 (1.0 – 30.0)	51%	47%	2%

Q: Are you employed Full-time, Part-time, Casually, or as a Volunteer?

Q: In your ideal job, would you prefer to work more, less or the same number of hours? (EMP)

Q: How many hours do you work on average per week?

Base=All respondents (N=930).

When broken down by age and gender, Table 67 shows that the majority of males and females (53% and 55% respectively) would prefer to work the same hours, and 34% and 33% would prefer to work less.

When looking at results by age group, there appears to be a relationship between age group and the desire hours to work per week.

Table 67: Desired hours to work, by age and gender (EMP)

		Desired hours to work per week		
		%		
		More hours	Same hours	Less hours
Gender	Male (n=182)	13%	53%	34%
	Female (n=748)	12%	55%	33%
Age group	Under 29 yrs (n=97)	11%	63%	26%
	30-39 yrs (n=171)	16%	57%	26%
	40-49 yrs (n=272)	14%	47%	39%
	50 yrs + (n=390)	9%	57%	34%

Q: Are you employed Full-time, Part-time, Casually, or as a Volunteer?

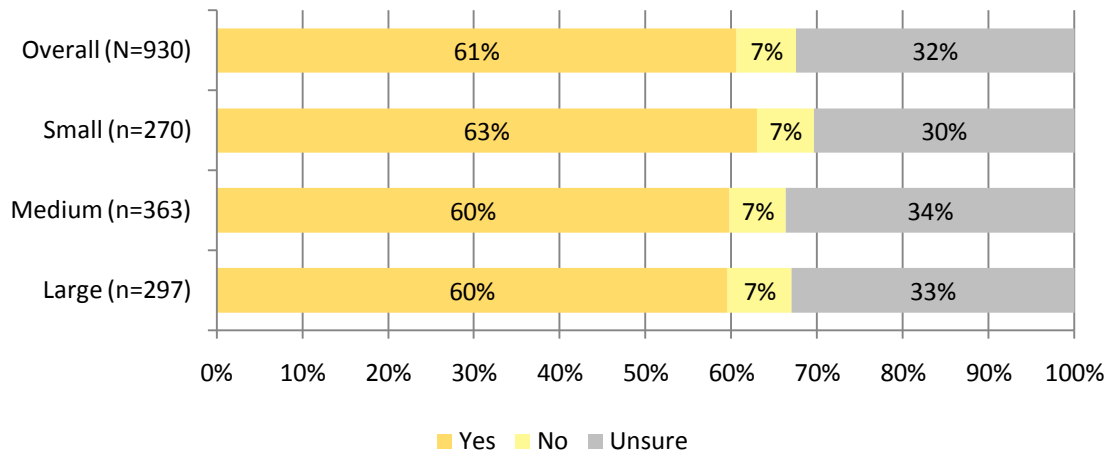
Q: In your ideal job, would you prefer to work more, less or the same number of hours? (EMP)

Base=All respondents (N=930).

3.5.4 Future employment intentions – remaining in FRS sector

Figure 15 shows that 61% of respondents indicated they intend to remain in the FRS sector over the next two years, and 7% indicated they do not intend to remain. Thirty-two percent were unsure. The high level of turnover observed suggests that many of the “unsure” group may indeed leave the sector.

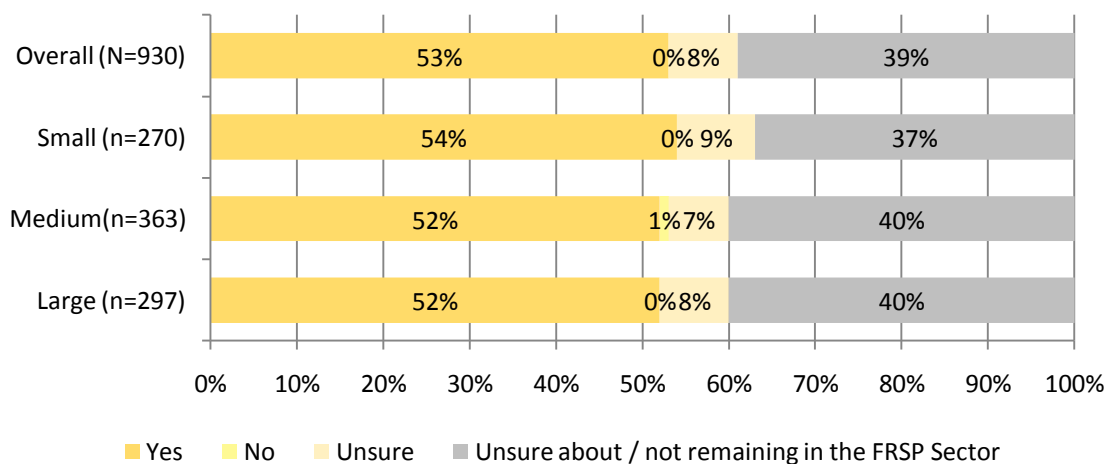
Figure 15: Future employment intentions – remaining in FRS sector (EMP)



Q: Over the next 2 years, do you intend to remain in the FRS sector?
 Base=All respondents (N=930).

Very few employees intended to change employer within the FRS sector, although there remains a sizeable proportion who are unsure whether to stay in the industry (13% of those who expect to remain in the industry). Figure 16 shows that of the entire sample, 53% indicated they intended to remain with their current employer and 1% did not intend to remain with their current employer (87% of respondents who intended to remain in the FRS sector). The remaining 47% indicated either No or Unsure about remaining with their current employer.

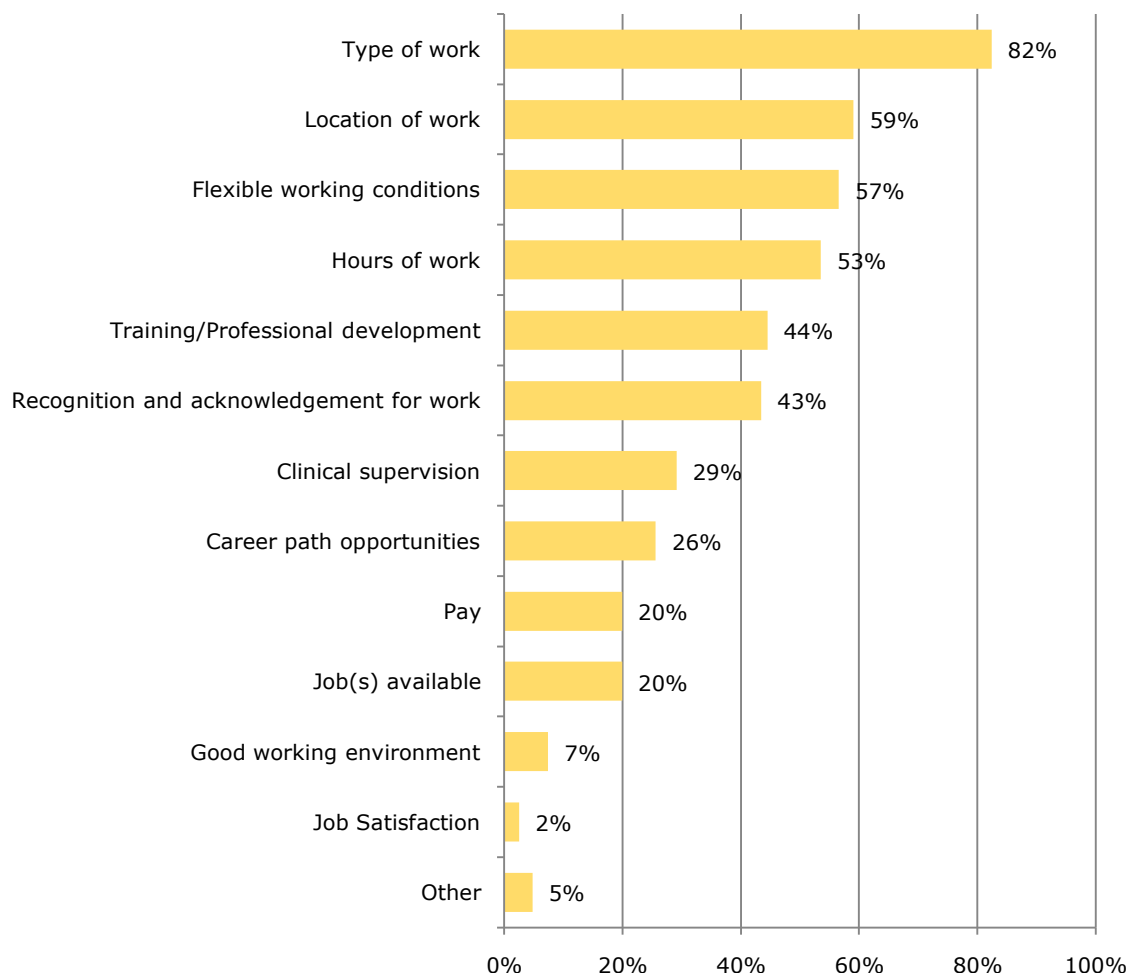
Figure 16: Future employment intentions – remaining with current employer (EMP)



Q: Over the next 2 years, do you intend to remain with your current employer?
 Base=All respondents (N=930).

Figure 17 shows that the key reasons for respondents remaining in the FRS sector, and/or with their current employer over the next two years included *Type of Work* (82%), followed by *Location of work* (59%), *Flexible working conditions* (57%), and *Hours of work* (53%).

Figure 17: Reasons for remaining in FRS sector/with current employer (EMP)



Q: What are your reasons for remaining [in the FRS sector] / [with your current employer]?

Base=488, respondents remaining in the FRS sector and/or with current employer.

Note: Multiple responses allowed.

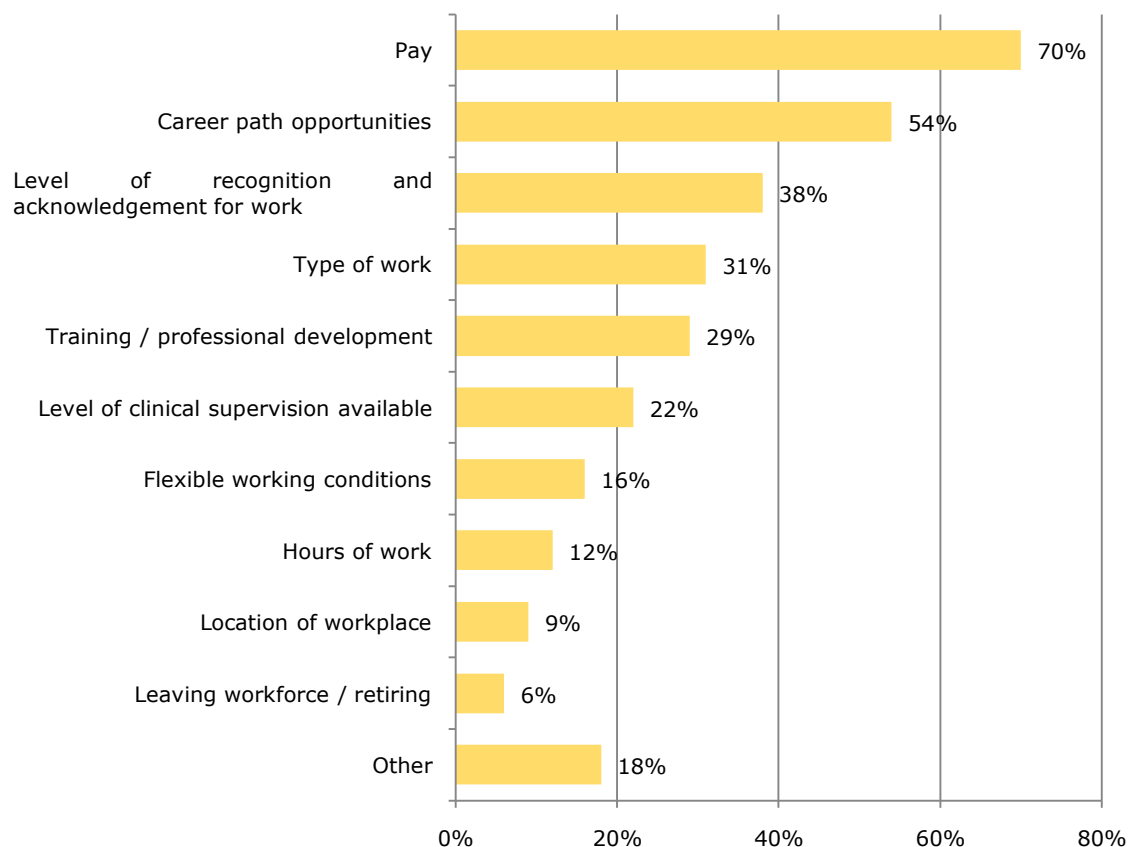
'Other' responses include (but not limited to): "loyalty", "I believe I can make a difference in high conflict family lives", "I know the job and the system", "I choose to", "private reasons", and "I am near my retirement".

When comparing reasons for first entering the FRS sector, reasons for staying in the industry or with their current employer are very similar: flexible working conditions moves up from tenth to third on the list, and training and professional development moves from third to fifth. Pay remains as ninth on both lists, and career path opportunities (eighth reason for remaining) most closely aligns with getting experience or a "stepping stone" to other types of work, which was originally fifth on the list for first entering the sector.

3.5.5 Future employment intentions – leaving the FRS sector

Figure 18 shows that the key reasons for respondents leaving the FRS sector, and/or with their current employer over the next two years included *Pay* (70%), followed by *Lack of / desire for different career path* (54%), and the *Lack of recognition and acknowledgement for work* (38%).

Figure 18: Reasons for leaving the FRS sector/ current employer (EMP)



Q: What are your reasons for leaving [the FRS sector] / [your current employer]?

Base=64, those who do not intend to remain with their current employer / in the FRS sector.

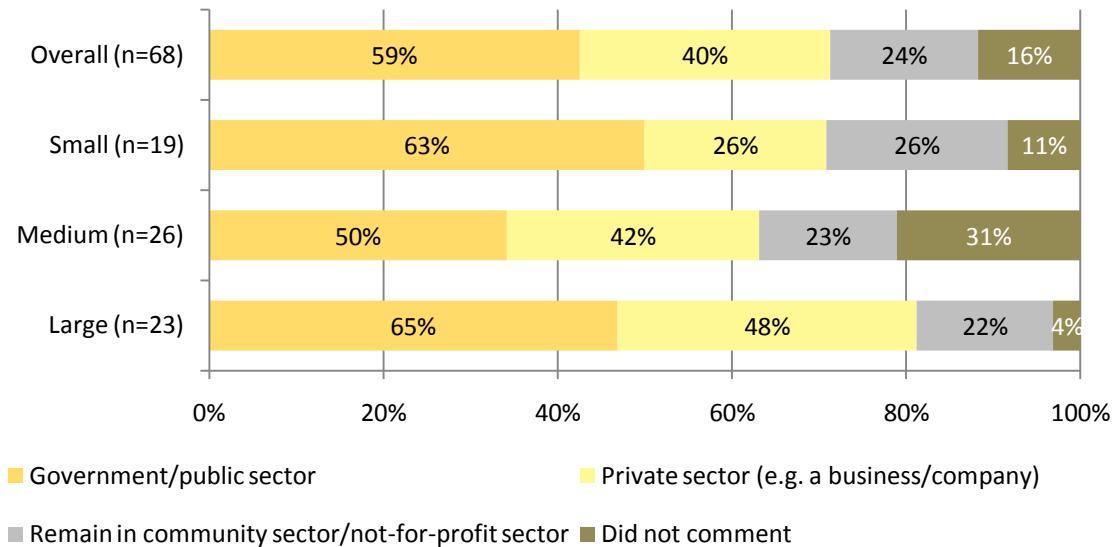
Note: Multiple responses allowed.

'Other' responses include (but not limited to): "I want to spend quality time with my daughter", "relocation reason", "family reasons", "lack of appropriate supervision", "I am looking for a new challenge", "there is no career path", and "the unmanageable amount of paper work and data entry at the same time as in previous years which is detracting me from working with clients."

The reasons for intending to leave the industry show a very different pattern. Pay moves up from ninth on the list of reasons for entering FRSP to be the number one reason for leaving. Career opportunities moves up from fifth to a clear second. Recognition and acknowledgement moves up from seventh to third. Location of workplace was second in the original list, and drops to ninth, and hours of work from fourth to eighth. These changes strongly suggest that for those people intending to leave the sector or their employer, what is important to them has substantially changed.

Of those who reported they were leaving the FRS sector and/or their current employer over the next two years, 59% reported they would consider a move to work in the government / public sector; followed by the private sector (40%); and 24% reported they would remain in the community services / not-for-profit sector (see Figure 19).

Figure 19: Desired area for future employment (EMP)

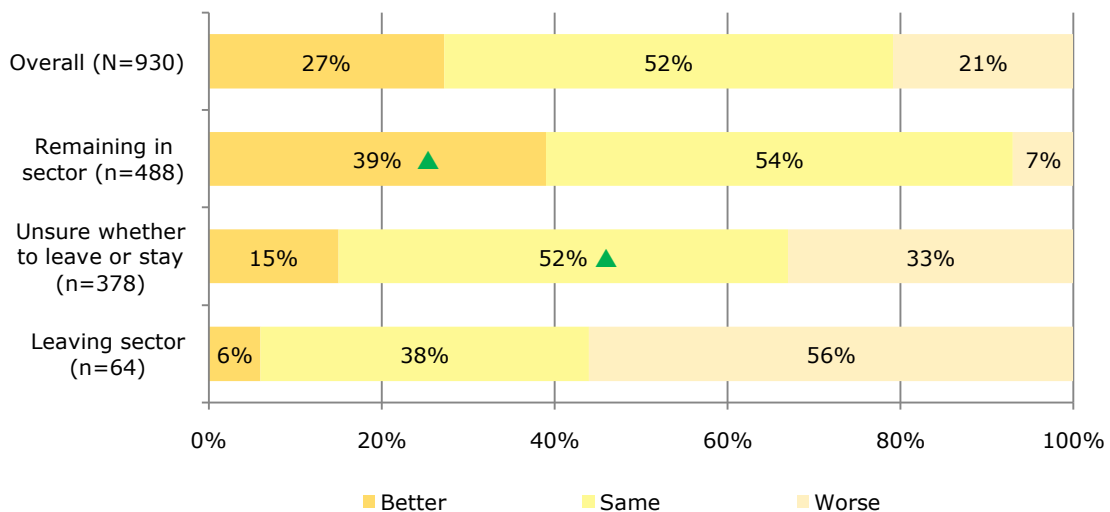


Q: Where do you intend to seek employment?

Base=64, those who do not intend to remain with their current employer / in the FRS sector.

When looking at expectations versus reality of working in the FRS sector, unsurprisingly, the majority of those who indicated they would remain in the sector reported the reality was better or the same as what they expected from the sector (93%). This is a statistically significantly higher proportion of employees compared with 44% of those who indicated they would be leaving the sector, and 67% of those unsure about remaining in or leaving the sector (see Figure 20).

Figure 20: Reality of working in the FRS sector, by future employment intentions (EMP)



Q: Is the reality of working in the FRS sector better, the same, or worse than you expected? (EMP)

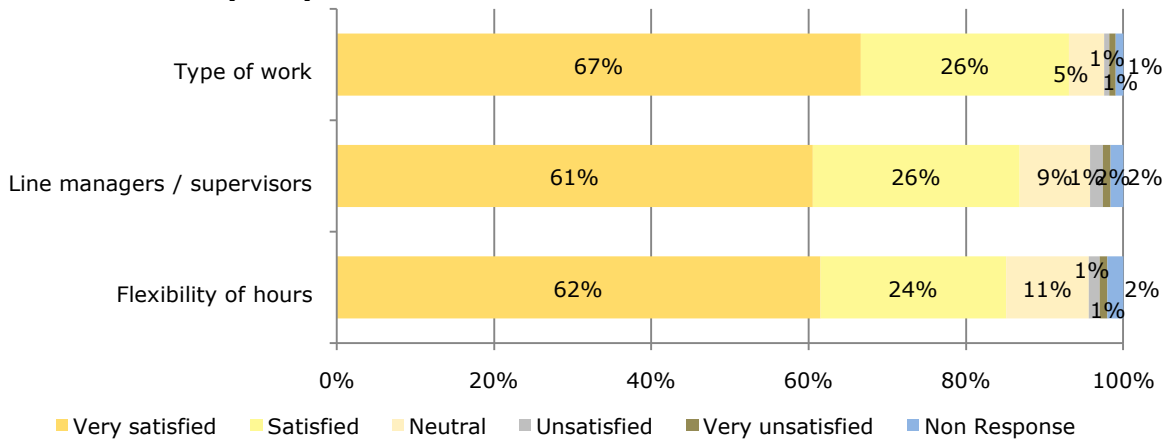
Q: Over the next 2 years, do you intend to remain in the FRS sector?

Base=All respondents (N=930).

Figure 21, Figure 22 and Figure 23 show the top three aspects of employment that current employees are most satisfied. These figures show breakdowns by future employment intention in the FRS sector: the intention to remain in the sector, the intention to leave the sector, and those who are unsure of whether to remain or leave.

Figure 21 shows that for those who intend to *remain in* the sector, the aspects they were most satisfied with were the *Type of work* they do (93% satisfied); their *Line managers / supervisors* (87% satisfied); and the *Flexibility of hours worked* (86% satisfied). These aspects can be categorised as falling into the Working Environment and Working Conditions. Satisfaction levels are high; above 85% for each of these aspects.

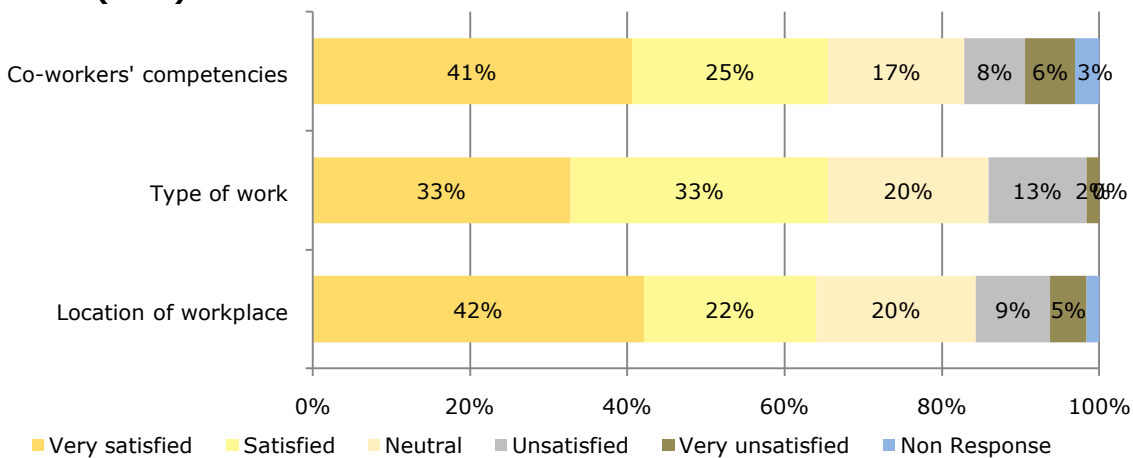
Figure 21: Top three aspects employees are satisfied with, for those REMAINING IN the sector (EMP)



Q: On a scale of 0-10, how satisfied are you with the following? (EMP)
 Q: Over the next 2 years, do you intend to remain in the FRS sector?
 Base=Respondents remaining in sector over next 2 years (n=488).

Figure 22 shows that for those who intend to *leave* the FRS sector, the aspects they were most satisfied with were their *Co-workers' competencies* (66% satisfied); the *Type of work* (66% satisfied); and the *Location of their workplace* (64% satisfied). These aspects can again be categorised into the Working Environment and Working Conditions; however, the levels of satisfaction are much lower than those of people who are remaining in the sector; around 65%.

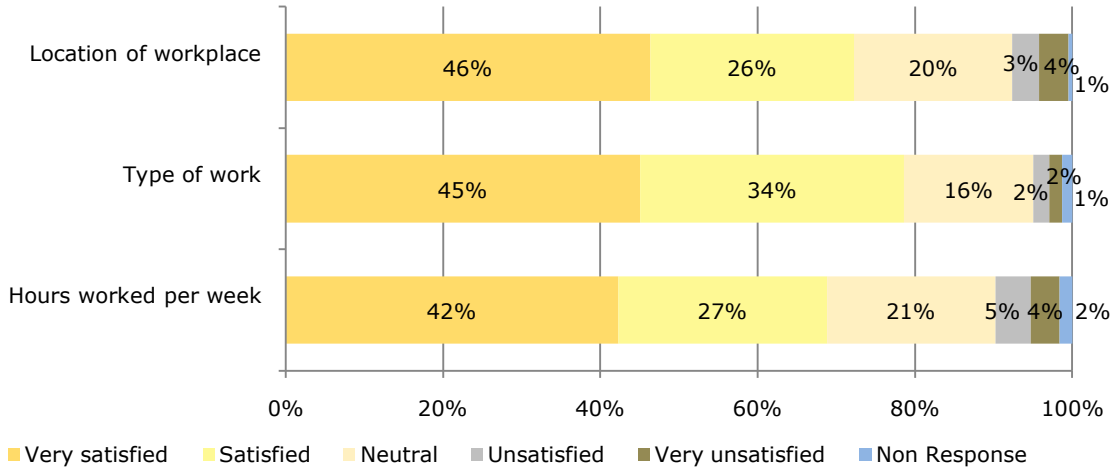
Figure 22: Top three aspects employees are satisfied with, for those LEAVING the sector (EMP)



Q: On a scale of 0-10, how satisfied are you with the following? (EMP)
 Q: Over the next 2 years, do you intend to remain in the FRS sector?
 Base=Respondents leaving the sector over next 2 years (n=64).

Figure 23 shows that for those who are unsure whether to *remain* or to *leave* the FRS sector, the aspects they were most satisfied with were their *Location of their workplace* (72% satisfied); the *Type of work* (79% satisfied); and the *Hours worked per week* (69% satisfied). Satisfaction ratings are between ratings of those who are remaining in the sector, and those who are leaving the sector.

Figure 23: Top three aspects employees are satisfied with, for those UNSURE about remaining in or leaving the sector (EMP)



Q: On a scale of 0-10, how satisfied are you with the following? (EMP)

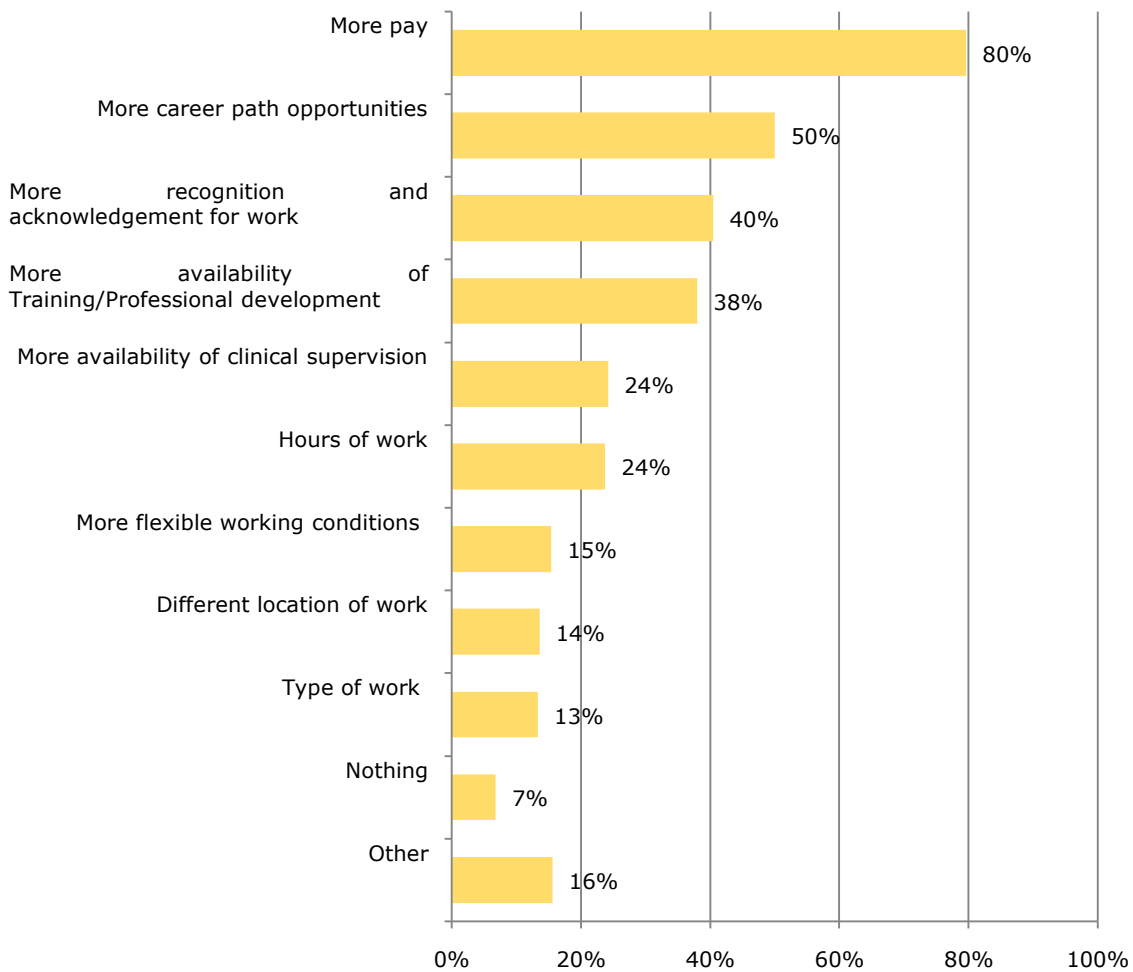
Q: Over the next 2 years, do you intend to remain in the FRS sector?

Base=Respondents unsure about remaining in or leaving the sector over next 2 years (n=378).

3.5.6 Incentives to remain in the FRS sector

People who indicated they were intending to leave the FRS sector or their current employer over the next two years (or unsure what to do), were asked what incentives would encourage them to remain in the sector or with their current employer. The most commonly mentioned incentive was Pay (80%), followed by career path opportunities (50%). In fact, the incentives required are extremely closely aligned with the reasons for leaving, as would be expected. Interestingly, only 7% said nothing could encourage them to stay, suggesting the problem is unable to be overcome.

Figure 24: Incentives to remain in sector / with current employer (EMP)



Q: What changes would be needed to encourage you to remain [in the FRS sector] / [with your current employer]?

Base=442, those who intended to move or were unsure if they would stay with their current employer / in the FRS sector.

Note: Multiple responses allowed.

'Other' responses include (but not limited to): "workload", "Better funding/resourcing", "less filling up of FRSP paperwork", "more heating during winter", "dependent on partner", and "the availability of funding as my role is a limited contract through Commonwealth funding".

The following tables show the amounts of additional remuneration suggested by staff as encouraging them to stay. The exact amounts must be treated with caution due sometimes to very small numbers of cases. However, the magnitude of increase is quite consistent. Annual increases in the range of \$13,000 to \$18,000 for full-time staff, and slightly more for part-time staff were consistently indicated. Suggestions for casual staff were based on very few cases, and are more variable, but again are indicative of \$10+ per hour additional pay in most cases.

3.5.6.1 More pay

Employees who indicated that a higher pay level would be necessary for them to remain in the FRS sector or with their current employer (n=352), were asked how much of an increase in pay they would prefer to receive annually (and hourly if applicable).

Annual remuneration

When considering this table, note that sample sizes can be very small, and therefore all of these figures need to be treated with caution. Grey-shaded boxes have less than ten cases so should be considered as very indicative only.

Table 68: Remuneration, and desired extra remuneration per annum for full-time staff (EMP)

	Mean annual pay p/a for full-time staff (Range min – max)	Mean desired increase in pay p/a for full-time staff (Range min – max)
Children’s Contact Service worker (n=2, n=2)	\$44,500 (\$43,000 - \$46,000)	\$26,000 (\$7,000 - \$45,000)
Educator (n=0, n=2)	Not disclosed	\$18,750 (\$10,000 - \$27,500)
Practitioner (n=20, n=25)	\$53,041 (\$41,000 - \$66,000)	\$16,440 (\$5,000 - \$55,000)
Supervisor / Team Leader (n=13, n=16)	\$52,585 (\$38,000 - \$63,000)	\$14,594 (\$5,000 - \$30,000)
Program Manager (n=12, n=18)	\$72,470 (\$62,910 - \$85,000)	\$14,027 (\$5,000 - \$40,000)
Management (CEO / Senior Exec) (n=7, n=8)	\$90,649 (\$54,000 - \$140,000)	\$13,750 (\$10,000 - \$20,000)
Counsellor (n=34, n=42)	\$49,249 (\$42,000 - \$60,000)	\$13,125 (\$3,000 - \$30,000)
Administration (n=3, n=16)	\$44,339 (\$36,000 - \$58,000)	\$8,147 (\$2,500 - \$20,000)

Q: What changes would be needed to encourage you to remain [in the FRS sector] / [with your current employer]? How much extra pay?

Base=Full-time staff who indicated extra pay would be an incentive for them to remain in sector / with current employer (n=205; n=131 provided a desired increase in annual pay)

Table 69 presents mean pay levels and desired increases in annual income for part-time employees who reported wanting higher pay levels (n=216).

When considering this table, note that sample sizes can be very small, and therefore all of these figures need to be treated with caution. Grey-shaded boxes have less than ten cases so should be considered as very indicative only.

Table 69: Remuneration, and desired extra remuneration per annum for part-time staff (EMP)

	Mean annual pay p/a for part-time staff (Range min – max)	Mean desired increase in pay p/a for part-time staff (Range min – max)
Children’s Contact Service worker (n=2, n=2)	\$46,500 (\$41,000 - \$52,000)	\$17,500 (\$5,000 - \$30,000)
Educator (n=2, n=4)	\$44,750 (\$30,500 - \$59,000)	\$11,250 (\$10,000 - \$15,000)
Practitioner (n=11, n=16)	\$45,079 (\$32,000 - \$54,000)	\$19,719 (\$3,000 - 33,000)
Supervisor / Team Leader (n=7, n=9)	\$53,175 (\$31,000 - \$71,000)	\$19,389 (\$5,000 - \$32,000)
Program Manager (n=4, n=4)	\$49,108 (\$30,000 - \$63,432)	\$18,750 (\$10,000 - \$30,000)
Management (CEO / Senior Exec) (n=1, n=1)	\$68,824	\$15,000
Counsellor (n=17, n=28)	\$34,483 (\$23,000 - \$50,000)	\$16,607 (\$3,000 - \$50,000)
Administration (n=3, n=5)	\$18,922 (\$14,200 - \$27,567)	\$16,600 (\$3,000 - \$35,000)

Q: What changes would be needed to encourage you to remain [in the FRS sector] / [with your current employer]? How much extra pay?

Base=Part-time staff who indicated extra pay would be an incentive for them to remain in sector / with current employer (n=216; n=70 provided a desired increase in annual pay)

Hourly remuneration

Table 70 presents mean pay levels and desired increases in hourly income for part-time employees who reported wanting higher pay levels (n=216).

When considering this table, note that sample sizes can be very small, and therefore all of these figures need to be treated with caution. Grey-shaded boxes have less than ten cases so should be considered as very indicative only.

Table 70: Remuneration, and desired extra remuneration per hour for part-time staff (EMP)

	Mean annual pay p/a for part-time staff (Range min – max)	Mean desired increase in pay p/a for part-time staff (Range min – max)
Children’s Contact Service worker (n=5, n=5)	\$24.49 (\$19.58 - \$27.00)	\$19.50 (\$5.00 - \$50.00)
Practitioner (n=17, n=18)	\$27.93 (\$22.67 - \$36.50)	\$19.17 (\$7.00 - \$47.00)
Educator (n=8, n=11)	\$29.90 (\$21.50 - \$4.00)	\$13.95 (\$4.00 - \$50.00)
Supervisor / Team Leader (n=6, n=6)	\$26.85 (\$23.00 - \$30.30)	\$12.83 (\$6.00 - \$34.00)
Counsellor (n=42, n=43)	\$26.12 (\$21.00 - \$33.00)	\$12.07 (\$2.00 - \$27.00)
Program Manager (n=4, n=4)	\$29.57 (\$24.69 - \$34.00)	\$9.38 (\$7.50 - \$10.00)
Administration (n=18, n=19)	\$20.65 (\$18.00 - \$25.00)	\$5.82 (\$2.00 - \$22.50)

Q: What changes would be needed to encourage you to remain [in the FRS sector] / [with your current employer]? How much extra pay?
Base=People who indicated extra pay would be an incentive for them to remain in sector / with current employer (n=216; n=107 provided a desired increase in hourly pay)

Casual employee desired hourly pay increases are presented in Table 71. When considering this table, note that sample sizes can be very small, and therefore all of these figures need to be treated with caution. Grey-shaded boxes have less than ten cases so should be considered as very indicative only.

Table 71: Remuneration, and desired extra remuneration per hour for casual staff (EMP)

	Mean annual pay p/a for casual staff (Range min – max)	Mean desired increase in pay p/a for casual staff (Range min – max)
Practitioner (n=3; n=3)	\$33.33 (\$30.00 - \$38.00)	\$23.33 (\$10.00 - \$50.00)
Children’s Contact Service worker (n=2; n=2)	\$26.50 (\$26.00 - \$27.00)	\$15.00 (\$10.00 - \$20.00)
Counsellor (n=3; n=3)	\$31.33 (\$24.00 - \$36.00)	\$13.67 (\$6.00 - \$25.00)
Educator (n=1; n=1)	\$25.00	\$5.00
Supervisor / Team Leader (n=1; n=1)	\$22.00	\$3.00

Q: What changes would be needed to encourage you to remain [in the FRS sector] / [with your current employer]? How much extra pay?
Base=People who indicated extra pay would be an incentive for them to remain in sector / with current employer (n=21; n=11 provided a desired increase in hourly pay)

3.5.6.2 More flexible working conditions

Of the 15% (n=68) of respondents who indicated that more flexible working conditions would encourage them to remain in the FRS sector or with their current employer, the key reasons provided included *Flexible hours to work per week* (37%); *Flexible days to work per week* (18%); the *Ability to do some work from home* (10%); and *Acknowledgement and Provision of Time in Lieu* (10%). See Table 72.

Table 72: Desired changes to flexibility of working conditions (EMP)

Comments regarding desired changes to flexibility of working conditions	% (n=)
Flexible hours per week	
9am-5pm is too rigid	
Able to reduce hours without having to cram as if working a full time position	
Earlier starts and finishes to the day	
Being treated like a professional and having flexible hours and self time management	37%
If not busy ability to go home early (without pay)	(n=25)
No out of hours / evening work	
Working hours that allow for external supervision and training	
The organisation is only open certain hours so as full time makes it difficult to have that flexibility	
More flexibility in regards to time we spend with clients	
Flexible days per week	
4 days per week	18%
Rostered day off	(n=12)
No weekend work	
Share the regular evening work with another team member	
Ability to do some work from home	
	10%
	(n=7)
Provision of Time in lieu	
Accumulation of time in lieu	10%
Acknowledgement for long hours worked – always a battle to get time off	(n=7)
Leave	
Ability to take time off with our worrying about who will do the work	9%
More flexibility for time off to meet family needs	(n=6)
Pay	
After hours pay	7%
Bonuses for great work	(n=5)
No compulsory requirement to work after hours for same pay rate	
Work type	
Variation of work type	6%
Part time Management role	(n=4)
Less pressure from the <i>amount</i> of client work but emphasis on the <i>quality</i> of client work	
Ability to determine how targets are set rather than have this dictated	
Less travelling to training and outreach	
	3%
	(n=2)

Q: What changes would be needed to encourage you to remain [in the FRS sector] / [with your current employer]?

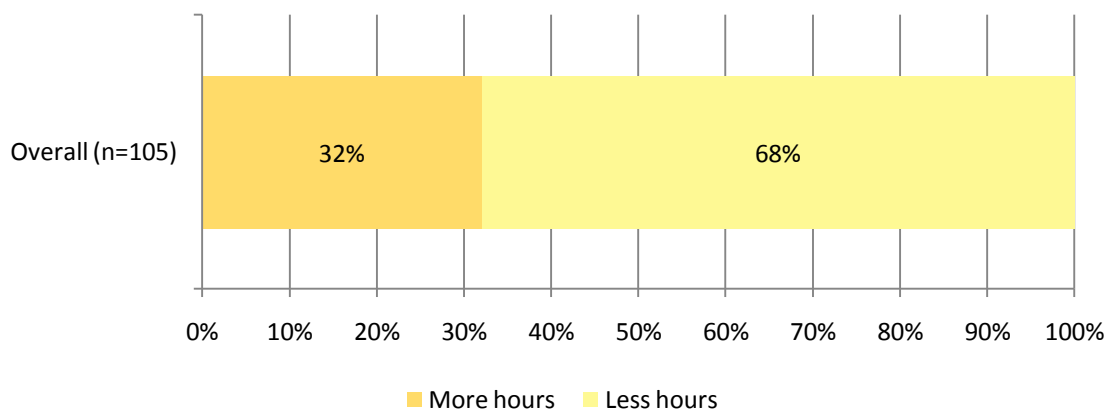
Base=68 who indicated that more flexible working conditions would encourage them to remain in the FRS sector or with their current employer.

Notes: Multiple responses allowed

3.5.6.3 Different hours of work

Overall, 32% of respondents (who indicated different working hours would encourage them to remain in the FRS sector or with their current employer), reported they would prefer to work more hours, and the remaining 68% reported they wanted to work less hours.

Figure 25: Desired changes to hours worked (EMP)



Q: What changes would be needed to encourage you to remain?
 Q: What changes would be needed to encourage you to remain? More or less hours?
 Base=People who indicated different working hours would be an incentive for them to remain in sector / with current employer (n=105)

When broken down by employment status, Table 73 shows that all full-time staff reported they would prefer to work less hours, all casual staff would prefer to work more hours, and just over half of part-time staff (53%) would prefer to work more hours (47% would prefer to work less hours).

Table 73: Desired changes to hours worked (EMP)

	Mean hours worked per week	Desired hours to work per week	
	Range (min-max)	%	
	Overall (n=105)	More hours	Less hours
Full-time (n=49)	40.7 (35.0 - 60.0)	--	100%
Part-time (n=47)	24.7 (8.0 - 61.0)	53%	47%
Casual (n=9)	12.2 (1.0 - 24.0)	100%	--

Q: Are you employed Full-time, Part-time, Casually, or as a Volunteer?
 Q: What changes would be needed to encourage you to remain? More or less hours?
 Base=People who indicated different working hours would be an incentive for them to remain in sector / with current employer (n=105)

3.5.6.4 Different location of work

Of those who mentioned a different location of work would be an incentive to encourage them to remain in the FRS sector or with their current employer (n=60), 58% indicated they would like to work in a metropolitan office and 42% indicated they would like to work in a regional, rural or remote office.

3.5.6.5 Type of work

Some resonating topics revealed about desired changes to the *type of work* included more guidance structure and inclusion in decision-making from management, as well as changes to personal work factors, including more autonomy, more opportunities for professional development and on the job experience, recognition of workload, and pragmatism and understanding from management and supervisors in their approach and expectations of work from employees. See Table 74.

Table 74: Desired changes to type of work (EMP)

Comments regarding desired changes to type of work	% (n=59)
Management / Organisation	
Better management structures	
More respect from management	
Greater leadership and organisation needed	
More support	
More clarity	
More transparency	36%
Greater management stability	(n=21)
More understanding, and debriefing opportunities with management	
Acknowledgment of skills/expertise and active involvement in policy decisions that impact on service delivery.	
Less FAHCSIA control	
Greater organisational / strategic priority placed on early intervention approaches such as parenting skills and education	
Higher status with those in government and community	
More funding/better resourcing	
More admin support	20%
Too much paperwork	(n=12)
Program funded annually – need more assurance and more funding	
Personal work factors	
More autonomy	
greater recognition for initiative	
Professional respect	15%
More job satisfaction	(n=9)
Acknowledgement of skills, capabilities/qualifications	
Opportunity for a different job role / change	
Personal mental health	
Opportunities for further study / accreditations / training	
I would like to do accreditation for FDRP	14%
internship for psychology registration	(n=8)
More challenging clinical supervision	
More external clinical supervision	
Workplace agreement / infrastructure	
More heating in winter	
Better Parking	
An office	9%
Opportunity for salary sacrifice	(n=6)
The same pay and conditions across the organisation for staff doing the same job	
Medicare recognition so able to bulk bill disadvantaged clients	
Workload	
Reduced workload	10%
Less clients per day	(n=5)
More hours under one program	

Co-workers / Stakeholders

Better educated/competent service providers	7%
A fundamental shift in attitudes of clinicians about limitations of their abilities	(n=4)
Improvement in internal workings / structure	
Practitioners take more responsibility for workloads	

Work environment / culture

Happier	5%
More light-hearted	(n=3)
less stress	

Personal circumstances

Unsure of next career move	3%
Dependent on partner	(n=2)

Q: What changes would be needed to encourage you to remain?

Base=59 who indicated that a different type of work would encourage them to remain in the FRS sector or with their current employer.

Note: Multiple responses allowed

4. Discussion & Conclusions

The Workforce Mapping study was designed to collect and quantify information about the FRS workforce, in order to substantiate qualitative evidence and anecdotal evidence about the status of the workforce. This information has been used as a basis to develop a series of workforce development strategies for the FRS sector, for consideration of the FRSP Working Group.

4.1 Community services workforce profile

According to the Department of Employment and Workplace Relations (DEWR) *Industry Employment Outlook for the Community Services Sector* (2007), industries with “a high proportion of workers who are aged 45 years and over, and have recorded large increases in mature-age workers in recent years are likely to face the most disruption from population ageing”. The Health and Community Services industry employed people with a median age in 2006 of 43 years, significantly higher than the all industries median age of 39 years.

Additional findings from recent studies show that the community services workforce is predominantly female, with men making up less than 15% (ASU, 2007). Findings from the WA Workforce study also found that the sector workforce is declining with many workers due to retire in the next decade. Youth are not coming into the sector in large numbers, and enrolments in community related University and TAFE courses is declining (WAAMH, 2008).

These findings are congruent with this study which found that the majority of employees were females aged 40 years and over (over 70%), with correspondingly low proportions of males and young people. These findings confirm the potential dearth of suitable community services staff in the next decade, with the ageing of current mature-age workers coupled with the difficulty of attracting the younger demographics to this sector.

4.2 Recruitment and Retention Issues

Staff recruitment and retention issues have been widely acknowledged throughout the community services sector over the last five years in particular, and within the FRS sector specifically (FaHCSIA, 2004; ASU, 2007; Meagher, 2007; WAAMH, 2008; VCOS, 2008; ACOS, 2009; FaHCSIA, 2008).

The Organisational Survey asked contacts at organisations about perceived barriers of staff recruitment and retention experienced by their organisation, and the level of seriousness of these issues. To consolidate these findings and unpack the reasons and contributors behind these issues, the Employee Survey sought to understand motivations and expectations of employment in the FRS sector, satisfaction with elements of employment, reasons for remaining in the sector and leaving the sector, and incentives to remain in the sector.

Attractiveness of the FRS sector and job satisfaction

Organisational attractiveness can be defined as “an attitude or expressed general positive affect toward an organisation and toward viewing the organisation as a desirable entity with which to initiate some relationship” (Aiman-Smith et al., 2001). Attractiveness is important to convey when aiming to optimise recruitment strategies. It is uncertain how prospective employees to the FRS sector perceive its attractiveness, so the individual Employee Survey was used as a means to inform this gap in knowledge and quantify it where possible.

When comparing reasons for first entering the FRS sector, reasons for staying in the industry or with their current employer are very similar: flexible working conditions moves up from tenth to third on the list, and training and professional development moves from third to fifth. Pay remains as ninth on both lists, and career path opportunities (eighth reason for remaining) most closely aligns with getting experience or a "stepping stone" to other types of work, which was originally fifth on the list for first entering the sector. Overall, the pattern is quite solid. While pay was low on the list of those who are already employed within the sector, this does not take into account the proportion of potential employees who seek employment elsewhere due to the pay.

The number one reason employees were originally attracted to working in the FRS sector was the type of work, mentioned by 73% of the sample. Findings on staff satisfaction also found that the highest level of satisfaction was with the type of work (85% satisfied). Again, this finding regarding satisfaction with the type of work in the FRS sector was consistent with the 27% of employees in the sector who reported the work is better than they had expected; 33% of this group reported that the work is rewarding, has a strong client needs focus and there is enjoyment and satisfaction when contributing to people's lives and making a difference; there were good levels of support from co-workers and management, they had healthy levels of stress. Of all respondents, 82% agreed "My job is enjoyable"; and 80% agreed with the statement "In my position I feel like I make a difference in clients' lives". Additionally, the key reason respondents listed as to why they would remain in the FRS sector (61%), and/or with their current employer over the next two years was the *Type of Work* (82% of this group).

However, despite these reports of satisfaction with the type of work, and levels of support exceeding original expectations, staff recruitment and retention issues were still reported as high by organisations, and there was a moderate proportion of employees who indicated disappointment with working in the sector.

Recruitment issues

Eighty-four percent of organisations reported recruitment of skilled staff as either a serious problem or a somewhat serious problem (mean rating=6.3). This is higher than the 64% of community sector agencies who responded to the most recent ACROSS survey who indicated that they had experienced difficulty attracting appropriately qualified staff in the past year.

Issues of recruitment were reported by 82% of organisations: one fifth of organisations who experienced problems within the past 12 months of having unfilled vacancies after advertising, AND filling positions with staff that have less experience or qualifications than intended; 62% of organisations had either a problem with unfilled vacancies after advertising or a problem filling positions with less qualified staff. Only 18% of organisations indicated no problem with unfilled vacancies or less qualified staff.

Organisations perceived that the key barriers to recruiting staff included remuneration/salary (84%) and a lack of career path opportunities (37%). It was revealed that this concern regarding low levels of remuneration was probably a legitimate concern, organisations where recruitment was reported as a serious problem, tending to have lower pay levels. Additionally, organisations who indicated recruitment was a serious problem also had consistently lower mean hours of monthly professional development and supervision available to staff at each position level.

Retention issues

When looking at staff retention as an issue, 59% of organisations reported retention of skilled staff as either a serious problem or a somewhat serious problem (mean rating=4.0); less than the proportion of organisations who reported that recruitment is a problem.

Employees overall had spent on average 10.2 years working in the community services sector, but only an average of 3.6 years with their current employer. This clearly indicates that staff do move around between employers within the industry, which is suggestive of retention issues. Overall, a third of staff have been at their current employer less than one year, and over half (58%) for less than two years. This coupled with the statistics on turnover within organisations (estimated 19%-59% from this study) suggests that even in an expanding industry, there may be a high level of employee movement.

In terms of self-projected employee longevity, 61% of respondents intend to remain in the FRS sector over the next two years, and 7% do not intend to remain. Thirty-two percent are unsure. Of the entire sample, 53% of employees indicated they intended to remain with their current employer (87% of respondents who intended to remain in the FRS sector).

The perceived barriers to staff retention were in a similar order of importance to organisations, as those given for recruitment: Remuneration and salary (78%), a lack of career path opportunities (63%), work stress (41%), and work load (37%).

Again, pay levels for breakdowns by each position were compared across reported levels of seriousness of recruitment problem. Substantially higher pay rates per annum were observed for organisations that reported retention was "not a serious problem". Thus, low pay levels do seem to reflect organisational problems with staff retention. Organisations that indicated retention of staff was a serious problem or a somewhat serious problem also had consistently lower mean hours of monthly professional development and supervision available to staff at each position level. Organisations providing less professional development and supervision or lower pay, should expect to find recruitment and retention a bigger issue.

Leaving the sector

For the small proportion of respondents who intended to leave the FRS sector over the next two years, the reasons for leaving the sector show a very different pattern to reasons that attracted employees to the sector. These are also (unsurprisingly) in contrast to the reasons for staying, (which remained consistent with initial entry reasons). These reasons correlate highly with perceived barriers to recruitment and retention that organisations listed.

Pay moves up from ninth on the list of reasons for entering the FRS sector to be the number one reason for leaving. Career opportunities moves up from the fifth reason for being attracted to the sector to a clear second place reason for leaving. Recognition and acknowledgement moves up from seventh to third. Location of workplace was second in the original list, and drops to ninth, and hours of work from fourth to eighth. These changes strongly suggest that for those people intending to leave the sector or their employer, what is important to them has substantially changed since they were first attracted to the sector.

Incentives to remain in sector

Employees who indicated they were intending to leave the FRS sector or their current employer over the next two years, were asked what incentives would encourage them to remain in the sector or with their current employer. The most commonly mentioned incentive was pay (80%), followed by career path opportunities (50%).

The incentives required are extremely closely aligned with the reasons for leaving, as would be expected.

Interestingly, only 7% said nothing could encourage them to stay, suggesting the problem is at least potentially able to be overcome.

It may be strategic to focus on existing employees in the sector who are unsure whether to remain in the sector or to leave over the next two years (a third of employees surveyed), and to provide incentives to encourage them to remain in the sector. The status quo suggests these employees may leave the sector over this time frame; however, to encourage them to stay would contribute to changing the “norm” of disengaged employees leaving the sector, and perhaps re-engaging with the benefits of working in the sector, encouraging them to remain.

Remuneration

As mentioned, the issue of remuneration is a key issue contributing to a lack of satisfaction with employment conditions, and employees leaving their organisation or the FRS sector. Only 31% of employees reported they were satisfied with their level of pay, and this has been acknowledged by senior employees of organisations as substantive barriers to recruitment and retention. There is no data on the proportion of *potential* employees to the sector who seek employment elsewhere due to the level of pay in the community services / FRS sectors.

Overall, of the 21% of employees who reported working in the FRS sector was worse than they had expected, 59% reported reasons including unsatisfactory working conditions, e.g. poor pay levels, hours too long.

Pay level was also a key reason respondents listed as to why they would leave the FRS sector or their current employer over the next two years (70%); and consistently the most commonly mentioned incentive to remain in the FRS sector or with current employer (80%).

Qualitative comments suggested that the pay was not equivalent to public service pay rates, and this was reported as a frustration by many respondents in open-ended questions throughout the survey. Remuneration was perceived as low considering the high levels of stress involved with working in the community services sector.

Of those who reported they may leave the FRS sector and/or their current employer over the next two years (7%), the majority (59%) reported they would move to work in the government / public sector; followed by the private sector (40%); and 24% reported they would remain in the community services / not-for-profit sector.

While it seems many employees in the industry were prepared to accept the level of remuneration on commencing employment and rate it low on the factors that influence their decision to work in the sector, it is evident it increases in importance, to high enough levels to cause employees to move on in many cases. Qualitative data from a 2008 study revealed findings in the same vein: “It is hard to find and keep the right people because they can earn more elsewhere doing less stressful work” (FaCHSIA, 2008).

Career path potential

The lack of career path opportunities was another key emerging frustration amongst FRSP employees. Just over half of respondents who indicated they may leave the FRS sector and/or their current employer in the next two years reported the lack of career path as a key reason (54%). Career path opportunities was a key incentive to remain in the sector and/or with current employers (50%).

A recent paper examining the state of the Care Workforce, states that “an increasing proportion of workers is employed in job categories for which they are strictly speaking, overqualified as measured by the level of their qualifications” (Meagher, 2007). This may be attributable to limited career paths, which are in turn caused by the size and flat structure of many community service organisations, lack of job role permanency and core funding for salaried positions.

Enabling multi-skilling of employees within the FRS sector would create more flexibility and lead to increasing adaptability of skills. These skills gained from experience across various positions could be utilised across the workforce, and facilitate horizontal mobility across organisations within the industry.

Recognition and acknowledgement

Lack of recognition and acknowledgement for work was tightly tied to frustrations surrounding the type of work undertaken and was third on the list of reasons to leave (38%), and third on the list of incentives to remain in the sector (40% of those wanting to leave).

Lack of recognition for work contributes to a large degree of frustration on the part of employees who consider the type of work they are doing as very stressful and relentless, deserving of higher levels and more forms of recognition.

Recognition and acknowledgement strategies are not constrained to pay, but comprise a large number of opportunities, many which can be managed at a senior executive or managerial level. These include opportunities from involvement in decision-making, and availability of professional development, to personal acknowledgements from the CEO and employee/team celebrations.

Workload and working conditions

Of the 21% of respondents who reported that working in the FRS sector was worse than they had expected, the second highest group of frustrations listed after remuneration included factors associated with high work load and paperwork (17%), e.g. too much administration, overwhelming numbers of clients. This was mirrored by the finding that the majority of full-time staff indicated they would prefer to work less hours than currently (53%).

Overall, 15% (n=64) of respondents (who indicated they may leave the sector/their employer) indicated that flexible working conditions would encourage them to remain. When exploring this more in depth, for this group the key reasons provided included *Flexible hours to work per week* (37%); *Flexible days to work per week* (18%); the *Ability to do some work from home* (10%); and *Acknowledgement and Provision of Time in Lieu* (10%).

Findings showed that full-time staff wanted to work less hours per week, and casual staff wanted to work more hours per week. Part-time staff were divided in desire to work more or less hours per week.

Type of work

Whilst the type of work may have attracted many employees to the FRS sector (73%), and have a high level of satisfaction (85%), for the 13% of employees who indicated that the type of work they were doing would cause them to leave the FSRP sector and/or their employer in the next two years, some desired changes included:

- more guidance, structure and inclusion in decision-making from management;
- pragmatism and understanding from management and supervisors around expectations from employees;
- recognition of workload from management; and
- elements around personal work factors including more autonomy, more opportunities for professional development and on the job experience.

Of the 21% of employees who indicated that the reality of working in the FRS sector was worse than they had expected, 15% reported that this was due to the type of work being more challenging to cope with, e.g. challenging clients, too much personal stress. This is

not surprisingly reflected by the 59% of all respondents who agreed "My job is stressful"; however, the level of stress and coping on the part of some employees seems to differ.

4.2 Summary

The main issues and frustrations within the FRS sector elucidated specifically by these studies (and commonly discussed in other recent reports) include:

- Employee frustrations with remuneration levels being unbalanced and insufficient compared to stress levels and type of work undertaken;
- Employee frustrations with work conditions, preferring more flexible working hours and days;
- Management frustrations with recruitment and retention of suitably qualified and experienced employees;
- Management frustrations with funding cycles and amounts – causing a disparity between remuneration for positions in the sector compared with other sectors;
- Employee frustrations with the working environment, including management support, inclusion and trust in decision-making, and professional respect.

The FRS sector and wider community services sector seek to employ people with a high skills, qualifications and experience base; however, the pay levels are not competitive with other sectors (e.g. public sector; private sector). In order to offer employees adequate incentives to remain in the community services sector, it may be necessary to investigate other areas of recognition to increase employee engagement, if pay is not feasible to address. Employee engagement has been determined to be a key predictor of organisational profitability; improvements in engagement have been linked to decreases in turnover, and absenteeism costs. Engagement can be increased by addressing employee attitudes towards "purpose, participation and progress" (Langford, 2009).

In terms of addressing recruitment and retention issues in organisations, promotion of benefits of the sector would create realistic expectations of the sector and attract employees here. It is important that both potential employees outside the sector, and existing employees inside the sector, have accurate expectations of the sector. Organisational transparency is essential in promoting employee engagement in the workplace, such that employees have an accurate expectation of the sector, the organisation's role within the sector, and their role within the organisation.

In addition, to increase organisational retention, organisations could identify staff who are looking to move on and leave the sector, and provide a "selective intervention" here. If increasing pay is not feasible, low cost methods of recognition and employee "participation" could be investigated, e.g. developing career progression opportunities, developing a rewards and recognition structure for staff within organisations, providing more professional development and training opportunities, and providing flexibility for movement between organisations. These strategies and others are discussed further in Section 5.3.

It is clear from both these contextual and general studies, and the results of this Workforce Mapping study, that there is a serious issue facing the FRS sector. The sector is expanding, and therefore needing new staff, but there are systematic and expensive barriers to participation. Unless these issues can be overcome, then the industry will have to rely on a workforce primarily composed of either people who are willing to put career and pay aspirations relatively low on their priority list, or adopt a "nursery" approach whereby it continually attracts and trains new staff on their way through to other career opportunities.

A brief review of literature and other research studies conducted in the wider community services sector can be found at Appendix A.

Workforce Development Strategies

From these research findings, a series of possible workforce development strategies have been proposed for consideration by the FRSP Working Group and the sector. These will enable the Working Group to develop agreed principles for the development of the Family Relationship Services workforce; and build a case for Government investment in this sector.

It is clear that the most obvious issue to address in terms of retention is the perceived pay disparity between the FRS sector and (in particular) government; and also the relative pay disparity across organisations within the sector. However, there are other aspects where gains could potentially be made that do not have such large or direct funding implications.

Additional workforce development strategies include:

1. Improved working environment and consistent management strategies with an intention of contributing to a more rewarding and satisfying professional experience. Specific opportunities suggested by the research which may apply to individual organisations include:
 - a. More consistency and structure within management;
 - b. Improving senior management skills and communication;
 - c. Development, clarification, and communication of organisational vision and values from management to employees;
 - d. Working within organisational constraints to increase levels of meaningful support, recognition and acknowledgement from management for employees;
 - e. More involvement by management of "staff on the ground", and employee consultation in organisational decision-making;
 - f. Instilling purpose into working environment and structure;
 - g. Management and employees working together to set realistic staff goals, and management rewarding progress of employees;
 - h. Management working with employees to develop employee career paths within the sector to allow recognition of skills and experience as well as career structures, in turn facilitating mobility of workers throughout the industry.

2. A focus on improving working conditions within the sector to attract and retain a future quality and skilled workforce:
 - a. Increased remuneration on par with public / private sectors;
 - b. Allowances for more flexible hours, flexible working days, inclusion of rostered days off and 'mental health days' to allow a release when work in a potentially stressful area becomes debilitating;
 - c. Increased availability of professional development and supervision to employees;
 - d. Opportunities for staff to move more easily between organisations within the sector – either as employees, or as cadetships or secondments; allowing staff who are interested to have more variety in their work experiences and an opportunity to develop a career.
 - e. Recognition of the role of advocacy in the work of the non-government community services industry;
 - i. Advocate for an increased administrative budget and human resources;
 - ii. Advocate for lengthened funding rounds to provide more workforce stability.

3. Development of a national workforce attraction and retention strategy:
 - a. Ensure that prospective employees have an accurate expectation of the sector. The research showed that employees who keep a similar set of priorities are likely to be reasonably satisfied and remain in the industry – but those who intend to leave have quite different priorities. Specific applications could include:
 - i. Active and accurate promotion of the sector to prospective employees;
 - ii. More positive positioning of the sector in the community, contributing to a higher level of prestige associated with working in it.
 - b. Develop a process to identify staff who are at risk of leaving, and offer tailored or individualised opportunities. While it may not be possible to prevent all staff from leaving the sector, it is likely that some staff who are at risk of leaving could be encouraged to stay in the sector, if not the organisation, by offering them alternatives to the default experience or career path.

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APPENDIX A: Literature Review in brief

These findings are not surprising for the community services sector. As identified in the research study conducted by CBR on behalf of FaHCSIA in 2008, a key issue across the FRS sector was the difficulty in recruiting and retaining suitably qualified staff. Qualitative data has shown that this may be due to comparatively low wage rates, heavy case loads, the stressful nature of the work, and a lack of resources to tackle problems, and pursue effective professional development/supervision and mentoring (FaHCSIA, 2008). What this project has contributed is a clear confirmation of these hypothesised issues and quantification of their scale.

The industry is faced with a growing service demand in spite of a declining labour pool of suitably employable candidates. The *Australian Community Sector Survey* (ACOSS, 2009) found average staff turnover across respondent agencies is 13.9%, slightly higher than the industry average of between 10% and 12%. When investigating why people leave the community sector, unhappily remain, or do not consider working in this industry consistent themes emerge regardless of profession. These include Remuneration, the Working environment, Public perception, Recruitment practices, Underemployment and Casualisation of the workforce, Career pathways, and Training and Professional Development (VCOSS, 2008). Virtually all of these issues have been seen to a greater or lesser extent in this project.

According to ACOSS (2009), substantial proportions of program funding have been found to be going towards recruitment costs, and the workloads of existing staff were increasing to levels of staff "burnout" and exhaustion. In a recent study conducted by the Australian Council of Social Service, findings showed that workloads of staff working in the community services sector have increased at a greater rate than workforce numbers: "While increased productivity, efficiency, and economies of scale may account for some of the discrepancy, the disproportionate increase of workload to staff numbers is likely to indicate that the workforce is under increased pressure" (ACOSS, 2009).

A key acknowledgement from the Western Australian Association for Mental Health (2008) was the inadequate levels of remuneration of staff in the sector being not reflective of skills and knowledge. This was found to have forced many employees from the community services sector to the public and private sectors where higher pay could be found. Pay differences have been quantified as up to \$22,000 per position (WAAMH, 2008). ABS data (1997-2007) also shows a 30% shortfall between wages in the community services sector and the public sector. The magnitude of this pay discrepancy is consistent with what staff intending to exit the industry felt was required to retain them.

Of organisational respondents to the ACOSS survey, 76% mentioned inadequate funding or insufficient resources as a major issue facing their service. Only 8.1% expressed the view that Government funding was adequate, with 6.9% neither agreeing nor disagreeing (ACOSS, 2009). Again, this is reflected by findings from a community services Employee Survey conducted by the Australian Services Union (2007) showing that 52% of workers are not committed to staying in the industry beyond the next five years; 40% of workers who intended to leave the industry gave better pay elsewhere as the reason (the single biggest reason identified); 77% of managers surveyed nominated low wages as the main barrier to attracting and retaining staff; and 75% of managers said low wages was the main reason staff gave for leaving their service. This is largely consistent with the findings of this Workforce Mapping study.

Moreover, according to the CS&HISC, *Industry Skills Report, May 2005* remuneration levels are significantly lower for full-time positions. Community service organisation roles are in competition with government and the private sector that can offer more attractive pay and conditions for the same or similar job roles.

APPENDIX B: Organisational Survey

This survey is being conducted by the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) with the support of Family Relationship Services Australia (FRSA) to better understand the workforce in the sector and any issues surrounding it. All organisations funded by Family Relationship Services Program (FRSP) are asked to provide information to assist this process. **Responses to the survey are confidential, and only summary level data will be reported.** The survey asks for some quite complex breakdowns of workforce details, but we hope that you take the time to provide this level of detail, thus allowing us to develop the most comprehensive snapshot of the industry.

If you cannot provide exact answers, please provide the best possible estimate.

If you have any questions about the survey, please contact David Bruce at Colmar Brunton Social Research on 02 6249 8566 or at David.Bruce@cbr.com.au; or Sarah Bellinger at FaHCSIA at Sarah.Bellinger@fahcsia.gov.au on 02 6121 2309.

The survey can be completed by:

1. Completing the form **online** (click on the link in the e-mail sent to you with this questionnaire – you can go in and out as you enter data, and it will save your partial answers until you are ready to submit the full form).
2. Entering data directly into this form, and then **e-mailing** it to David.Bruce@cbr.com.au.
3. Printing the form and **faxing** it to Colmar Brunton on 02 6249 8588.

The survey **needs to be completed by Thursday 4 June 2009** for the data to be included in our Industry Report.

1. Size of the workforce

Q1. What is the total size of the organisation's workforce, and where are they based?

	Total	Metropolitan	Regional	Rural and Remote
Number of staff members				

Q2. How many Full Time Equivalent (FTE) positions does the organisation have?

	Total	Metropolitan	Regional	Rural and Remote
FTE positions				

Please now use FTE as the basis for answering all relevant questions

Q3. What proportion of your workforce (in FTE):

Work ONLY in FRSP-funded programs or services:	%
Work in FRSP-funded programs or services AND / OR in other Relationship Related Service Delivery	%

Q4. Of those who work in FRSP-funded programs or services (in FTE), over the last 12 months, what proportion:

Have worked in a single program or service:	%
Have moved between programs or services, but never worked in more than one at any given time:	%
Have worked simultaneously in multiple programs or services:	%

2. Services Provided

Q5. Which FRSP-funded programs and services does your organisation offer? *Please answer all that apply*

	Offered	Not offered	FTE staffing level in last month
Family Relationship Centres	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Relationship Advice Line	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Men And Family Relationship Services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Relationships Counselling	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Relationships Education And Skills Training	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Specialised Family Violence Services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Mensline	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Dispute Resolution	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Children’s Contact Services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Parenting Orders Program	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Adolescent Mediation And Family Therapy	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Post Separation Cooperative Parenting	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Supporting Children After Separation Program	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Relationship Services For Carers	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Relationship Services For Humanitarian Entrants	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
Family Support Drought Response Teams Initiative	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
National Illicit Drugs Strategy Strengthening Families Program	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	

3. Profile of FRS workforce

Q6. What is the demographic breakdown of the FRS workforce? Thinking about total FTE levels for FRSP-funded programs and services, what is the age and gender profile of the organisation?

	Total	Aged under 29	Aged 30-39	Aged 40-49	Aged 50+
Males	%	%	%	%	%
Females	%	%	%	%	%
Total	100%	%	%	%	%

Note: Total of white boxes should add to 100%

Q7. What proportion of your FRSP-funded workforce (in FTE):

Are Indigenous	%
Are Indigenous AND work at least partly with Indigenous clients:	%
Are from a Cultural And Linguistically Diverse (CALD) background	%
Are from a CALD background AND work at least partly with CALD clients:	%

Q8. What number of your FRSP-funded workforce are employed in the following roles, and what is the average FTE pay rates for these?

Position / Role	Number of FTEs	Average FTE pay	Average Part-Time hourly rate <i>If applicable</i>
Management (CEO / Senior Executive)			
Program Manager			
Administration			
Supervisor / Team Leader			
Counsellor			
Practitioner			
Educator			
Children's Contact Service worker			
Other <i>Specify</i>			
Other <i>Specify</i>			

Q9. On what basis are your different positions / roles filled? What proportion of FTE in each type is filled with full-time, part-time and casual staff? *Each row should add to 100% for that type of role*

Position / Role	Not applicable	Full time	Part time	Casual	Total
Management (CEO / Senior Executive)	<input type="checkbox"/> %	% +	% +	% =	100%
Program Manager	<input type="checkbox"/> %	% +	% +	% =	100%
Administration	<input type="checkbox"/> %	% +	% +	% =	100%
Supervisor / Team Leader	<input type="checkbox"/> %	% +	% +	% =	100%
Counsellor	<input type="checkbox"/> %	% +	% +	% =	100%
Practitioner	<input type="checkbox"/> %	% +	% +	% =	100%
Educator	<input type="checkbox"/> %	% +	% +	% =	100%
Children's Contact Service worker	<input type="checkbox"/> %	% +	% +	% =	100%
Other <i>Specify</i>	<input type="checkbox"/> %	% +	% +	% =	100%
Other <i>Specify</i>	<input type="checkbox"/> %	% +	% +	% =	100%

4. Recruitment and Retention

Q10. How has the organisation changed in the last 12 months? Approximately what were the FTE levels in each position or role 12 months ago, and how much turnover has occurred in the last year?

Position / Role	Number of FTE this time last year	% of current FTE provided by staff who were in the organisation this time last year
Management (CEO / Senior Executive)		%
Program Manager		%
Administration		%
Supervisor / Team Leader		%
Counsellor		%
Practitioner		%
Educator		%
Children's Contact Service worker		%
Other <i>Specify</i>		%
Other <i>Specify</i>		%

Q11. In percentage terms, based on total FTE that is used to service clients, and thinking of the organisation now as being '100%' - how has the size of the organisation changed, and how will it change?

Eg: If the organisation was half as big it would be 50% the current size; if twice as big it would be 200% the current size

How big was the organisation 5 years ago?	%
How big do you think the organisation will NEED TO BE in 2 years time?	%
How big do you think the organisation IS LIKELY TO ACTUALLY BE in 2 years time?	%

Q12. How many FTE positions are currently unfilled vacancies after being advertised?
 _____ FTE

Q13. During the last 12 months, have you had to fill vacancies with staff that have less experience or qualifications than you had intended? *Tick all that apply*

No	Yes →	Management (CEO / Senior Executive)	Program Manager	Administration	Supervisor / Team Leader	Counsellor
<input type="checkbox"/> ₉		<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Practitioner	Educator	Children's Contact Service worker	Other <i>Specify</i> :	Other <i>Specify</i> :
		<input type="checkbox"/> ₆	<input type="checkbox"/> ₇	<input type="checkbox"/> ₈	<input type="checkbox"/> _x	<input type="checkbox"/> _x

Q14. How big a problem to your organisation is:

	← Not a problem at all											An extremely serious problem →
Retention of skilled staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting suitably skilled staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q15. What do you see as the barriers to retention and recruitment of staff for your organisation? Tick all that apply

	Retention	Recruitment
Salary / remuneration	<input type="checkbox"/>	<input type="checkbox"/>
Working hours – too many	<input type="checkbox"/>	<input type="checkbox"/>
Working hours – not enough	<input type="checkbox"/>	<input type="checkbox"/>
Work load	<input type="checkbox"/>	<input type="checkbox"/>
Type of work	<input type="checkbox"/>	<input type="checkbox"/>
Work stress	<input type="checkbox"/>	<input type="checkbox"/>
Career path opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Anything else? <i>Specify</i>	<input type="checkbox"/>	<input type="checkbox"/>
Anything else? <i>Specify</i>	<input type="checkbox"/>	<input type="checkbox"/>
Anything else? <i>Specify</i>	<input type="checkbox"/>	<input type="checkbox"/>

5. Skills and Qualifications

Q16. What qualifications does your organisation require staff to hold? Tick all that apply

Position / role	Certificate	Diploma	Degree	Post-Grad	Other <i>specify</i>
Management (CEO / Senior Executive)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Program Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Supervisor / Team Leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Counsellor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Practitioner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Educator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Children’s Contact Service worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other <i>Specify</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other <i>Specify</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q17. How many individual staff members (not FTE) do you currently have:

On study leave:
Studying while also working:

Q18. How much professional development and supervision is available to staff? For every 1 FTE, how many hours is available each month on average in:

	Service Delivery Staff / Counsellors	Team Leaders/ Supervisors	Management
Professional Development provided by the organisation:	Hrs per month	Hrs per month	Hrs per month
Professional Development provided externally:	Hrs per month	Hrs per month	Hrs per month
Supervision provided by the organisation:	Hrs per month	Hrs per month	Hrs per month
Supervision provided externally:	Hrs per month	Hrs per month	Hrs per month

Q19. Are there any additional staff skills/qualifications that your organisation requires to fulfil client needs? *Please explain.*

6. Organisational Details

Q20. Does your organisation have Public Benevolent Institution (PBI) status? ₁ Yes
₂ No

Q21. What % of your total funding and funding for Relationship Related Service Delivery comes from FRSP?

Total funding	%
Funding for Relationship Related Service Delivery	%

Q22. In which states or territories does your organisation have its head office?

ACT	NSW	NT	Qld	SA	Tas	Vic	WA
<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₆	<input type="checkbox"/> ₇	<input type="checkbox"/> ₈

Thank you for taking the time to complete this survey. Please now make sure that your time and effort is able to be used by returning the data to us no later than Thurs 4 June.

Completed forms can be returned by:

1. Completing the form **online** (click on the link in the e-mail sent to you with this questionnaire – you can go in and out as you enter data, and it will save your partial answers until you are ready to submit the full form).
2. **E-mail** to David.Bruce@cbr.com.au
3. **Fax** to 02 6249 8588

APPENDIX C: Employee Survey

The Survey...

Here is a weblink to a Family Relationship Services Program (FRSP) Employee Survey being conducted on behalf of the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) with the support of Family Relationship Services Australia (FRSA).

The survey is being conducted independently by Colmar Brunton Social Research, and aims to understand employee satisfaction, motivation and intentions surrounding work within the FRS sector workforce.

Please participate...

If you are employed in a position that is funded (entirely or partially) by the Family Relationship Services Program (FRSP) please participate in this questionnaire.

Confidentiality...

Responses to the survey are confidential, and only summary level data will be reported. All online surveys will be received directly by Colmar Brunton Social Research, and treated with confidentiality. Individual responses will **not** be provided to employers – your responses will remain anonymous and be combined with other data, and only reported as summaries.

Responses needed by...

We need your help by **5pm Wednesday 30 September 2009**.

Your responses are very valuable to us. Please respond to all questions where possible so that we can develop a comprehensive snapshot of the industry. If you cannot provide exact answers, please provide the best possible estimate.

Contact...

If you have any questions about the survey, please contact Marianne Hoey at Colmar Brunton Social Research at Marianne.Hoey@cbr.com.au or on 02 6249 8566; or Greg Chalker at FaHCSIA at Greg.Chalker@fahcsia.gov.au or on 02 6121 2309.

Thank you for your participation!

INITIAL SCREENER QUESTION FOR PARTICIPATION: Do you work in a Family Relationship Services Program (FRSP) funded position in your organisation?

YES – continue.

NO – “Thank you but this survey is for people working in the FRS sector.”

[Note: text in square brackets will not be seen by respondents – for programming purposes only]

1. Personal Profile

Q1. Are you: [single response only]

Male Female

Q2. What is your age group? [single response only]

Under 29 years
30 – 39 years
40-49 years
50 years and over

Q3. Are you of Aboriginal or Torres Strait Islander origin? [single response only]

Yes, Aboriginal Yes, Torres Strait Islander
Yes, both No

Q4. Are you from a Culturally and Linguistically Diverse (CALD) background? [single response only]

Yes – please specify which CALD background: _____ [open alpha-numeric response]

No

2. Organisation details

Q5. What is the name of your organisation? [alpha-numeric response]

Q6. What is the postcode of your primary place of work? _____ [single numeric response]

Q7. Please estimate how many Full-Time Equivalent (FTE) staff your organisation as a whole (ie: FRSP funded positions and all other positions) currently employs across all offices? [single response]

Under 20 FTE positions 20-99 FTE positions 100 or more FTE positions

3. Your Position Profile and Employment History

Q8. Are you employed: [single response only]

Full-time Part-time
 Casually Volunteer

Q9. How many hours do you work on average per week? _____ hours [alpha-numeric response]

Q10. What is your position / role? [single response only]

Management (CEO / Senior Executive)
 Program Manager
 Supervisor / Team Leader
 Administration
 Counsellor
 FRD Practitioner/Mediator
 Educator
 Children’s Contact Service worker
 Other *Specify:* _____

Q11a. Do you work with clients of Aboriginal and/or Torres Strait Islander origin?

Yes, primarily Yes, sometimes Yes, rarely No

Q11b. Do you work with clients who are from a Culturally or Linguistically Diverse (CALD) background?

Yes, primarily. Please specify which CALD background(s): _____ [open alpha-numeric response]
 Yes, sometimes. Please specify which CALD background(s): _____ [open alpha-numeric response]
 Yes, rarely. Please specify which CALD background(s): _____ [open alpha-numeric response]
 No

Q12. What is your annual pay rate (gross – before tax)? (or hourly pay rate if applicable)

\$ _____ per annum [open alpha-numeric response]
 \$ _____ per hour (where applicable) [open alpha-numeric response]

Q13. How long have you been with your current employer? _____ years (if less than one year, enter 1) [open numeric response]

Q14. How long have you worked in the community services sector? _____ years (if less than one year, enter 1) [open numeric response]

Q15. What qualifications do you hold? (Please mark all that apply) [multiple responses allowed]

- Certificate
- Diploma
- Degree
- Post-graduate qualification
- Other, please specify: _____

Q16. How many hours of training and professional development do you get on average per month?

___ hrs internally ___ hrs externally Not applicable

Q17. How many hours of clinical supervision do you get on average per month?

___ hrs internally ___ hrs externally Not applicable

4. Employment Motivations

Q18. What originally attracted you to work in the FRS sector? (Please mark all that apply) [multiple responses allowed]

- i. Pay
- ii. Flexible working conditions
- iii. Location of work
- iv. Hours of work
- v. Type of work
- vi. Job(s) available in this sector
- vii. Training/Professional development opportunities
- viii. Get experience / 'stepping stone' to other types of work
- ix. Other? Please specify: [open alpha-numeric response] _____

Q19a. Is the reality of working in the FRS sector better, the same or worse than you expected? [single response only]

Better Same Worse

Q19b. How come? [open alpha-numeric response] _____

Q20. On a scale of 0-10, how satisfied are you with the following? (0 = very unsatisfied, 10 = very satisfied): [single response only for each]

- i. The community services sector overall
- ii. Your employer
- iii. Your line managers / supervisors
- iv. Your co-worker's competencies
- v. The location of your workplace
- vi. Your pay rate
- vii. The average number of hours you work per week
- viii. The type of work you do
- ix. The flexibility of hours / when you're required to work
- x. The level of clinical supervision that is available to you in your position

- xi. The level of professional development (i.e. ongoing training and skills development) available to you in your position
- xii. The career path opportunities
- xiii. Your level of responsibility around decision-making for clients
- xiv. The level of recognition and acknowledgement your employer gives you for your work

Q21. In your ideal job, would you prefer to work more, less or the same number of hours?
[single response only]

More hours Same hours Less hours

Q22. Using a scale of 0-10 please indicate if you agree or disagree with the following statements (0 = very strongly disagree, 10 = very strongly agree): [single response only for each]

- i. I feel sufficiently qualified to work with the issues that clients present with
- ii. In my position I feel like I make a difference in clients' lives
- iii. My job is stressful
- iv. My job is enjoyable

Q23. Are there any additional skills/qualifications that you feel you need to fulfil client needs?

Yes, please specify: [open alpha-numeric response] _____
No

5. Future Intentions

Over the next 2 years:

Q24a. Do you intend to remain in the FRS sector?

- Yes → continue to Q24b
- No → go to Q25b
- Unsure → go to Q27

Q24b. Do you intend to remain with your current employer?

- Yes → continue to Q25a
- No → go to Q25b
- Unsure → go to Q27

Q25a. What are your reasons for remaining? (Please mark all that apply) [multiple responses allowed]

- i. Pay
- ii. Flexible working conditions
- iii. Location of work
- iv. Hours of work
- v. Type of work
- vi. Job(s) available
- vii. Training/Professional development
- viii. Career path opportunities
- ix. Other? Please specify: [open alpha-numeric response] _____

} **End**

Q25b. What are your reasons for leaving? (Please mark all that apply) [multiple responses allowed]

- i. Pay
- ii. Flexible working conditions
- iii. Location of work

- iv. Hours of work
Continue to Q26
- v. Type of work
- vi. Training/Professional development
- vii. Other career path opportunities
- viii. Leaving workforce / retiring
- ix. Other? Please specify: [open alpha-numeric response] _____

[If leaving only (i.e. 'No' response to Q24a or Q24b:)]

Q26. Where do you intend to seek employment? Please mark all that apply [multiple responses allowed]

Government/public sector

Private sector (e.g. a business/company)

Remain in community sector/not-for-profit sector

Q27. What changes would be needed to encourage you to remain? (Please mark all that apply) [multiple responses allowed]

- i. More pay
 - How much more pay? An extra \$_____ per year [open alpha-numeric response]
 - An extra \$_____ per hour (if applicable)
- ii. More flexible working conditions
 - Please provide comments: _____ [open alpha-numeric response]
- iii. Different location of work
 - Metro
 - Regional
 - Remote/Rural [single response only]
- iv. Hours of work
 - More
 - Less [single response only]
- v. Type of work
 - Please provide comments: _____ [open alpha-numeric response]
- vi. More availability of Training/Professional development
- vii. More availability of clinical supervision
- viii. More career path opportunities
- ix. More recognition and acknowledgement for work
- x. Other? Please specify: [open alpha-numeric response] _____

Thank you for taking the time to complete this survey. Please now make sure that your time and effort is able to be used by returning the data to us no later than Wednesday 30 September 2009.

Completed forms can be returned by:

Completing the form **online** (click on the link in the e-mail sent to you with this questionnaire).

APPENDIX D: Barriers to Recruitment & Retention

Other barriers to both retention and recruitment included employing adequately qualified suitable staff for specialised types of work; funding issues; location of offices; working hours; and competition with other sectors for suitably qualified staff (e.g. public sector).

Table 75: Other barriers to retention and recruitment identified at organisational level (ORG)

Barrier reported	(n=)
Employing adequately qualified and experienced staff suitable for complex and specialized type of work	
<ul style="list-style-type: none"> • Need for Indigenous workers with qualifications and experience • Need for bi-lingual staff • Recruiting specialized people difficult in rural areas • Dealing with difficult clients • Complexity of casework (e.g. family violence component) 	11
Funding issues	
<ul style="list-style-type: none"> • Uncertainty of continuing funding from government for contract work • Short-term projects make employment longevity uncertainty • Budgetary limitations re individualised professional development. • Not enough admin support/funding – reporting requirements impede on hours of service delivery • Succession planning • Not enough staff acknowledgment (i.e. funding and support) of work achieved 	9
Location	
<ul style="list-style-type: none"> • Cost of living • Transient populations in some areas 	8
Working hours	
<ul style="list-style-type: none"> • Much work outside business hours – e.g. evening work and weekends 	4
Competition for staff on remuneration packages and location	
<ul style="list-style-type: none"> • With government • Other NGOs • Small pool in regional areas 	3

Note: Multiple responses allowed